



Manitoba

Office of the Provincial Auditor

MANITOBA INTERCULTURAL COUNCIL

SPECIAL AUDIT

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MANITOBA INTERCULTURAL COUNCIL

SPECIAL AUDIT

EXECUTIVE SUMMARY

INTRODUCTION

As a result of concerns expressed by the Minister responsible for the Manitoba Intercultural Council (MIC), the Minister of Finance requested the Provincial Auditor's Office to undertake a special audit of the Council. We were requested to determine whether there is an appropriate system of accountability to the Council's Executive Committee by management, whether the system for approving and disbursing grants contains appropriate controls and whether MIC has an appropriate grant accountability process. We were also requested to determine why the Council's administrative expenses increased so significantly in the last two years and if the level of administrative expense is appropriate in relation to the nature of the Council's operations.

We carried out an in-depth review of MIC's current operations and certain aspects of its past operations. The objective of our review was to answer the questions raised by the Minister responsible for MIC and, from a broader perspective, to determine whether due care was taken by the general Council, its Executive Committee and senior management with respect to developing appropriate systems to carry out its operations and to preserve and protect public funds.

Our review included an examination of operations, the practices and procedures in use, pertinent documentation and an extensive number of interviews with general Council members, Executive Committee members, MIC management and staff, ethnocultural groups and others. While concerns

about MIC were expressed in the media and in interviews with us, it is important to mention that a number of those interviewed fully supported the work of Council, its Executive Committee, senior management and staff.

In carrying out our review, we referred to what we believe to be prudent management practices in developing our criteria and expectations for the significant aspects of MIC's operations. The report is developed on that basis.

The Council members and staff are dedicated and have played a major role in assisting ethnocultural communities in Manitoba. Council and management have recognized the need to enhance the management practices in use. They have recently been working in this direction. We want to acknowledge this and to thank the Council members, alternates, management and staff for their excellent cooperation and assistance during our special audit.

Our findings are set out below.

Our special audit identified opportunities to improve a number of aspects of Council's operations. The special audit was requested because of the recent concerns raised regarding the Council's current operations. The concerns raised and the observations noted mostly relate to the 1987/88 and 1988/89 fiscal years. The primary conclusion arising from the special audit work generally, and from our interviews with concerned individuals in particular, is that there is a pressing need for the Council to work to improve its communication processes and practices to better meet current expectations. Communication needs to be improved between Government and the Council, between the Committees of Council and management and between

Council and the constituents served. As Council works to bring about recommended improvements in its internal operating processes and practices, it should always consider how each change can be used to also improve its communication abilities.

The system of accountability to the Executive Committee by management is in the process of evolution. Committee members and management have recognized the need for the increased use of sound management practices in MIC's operations to improve accountability. Enhancements in the kind, level and timeliness of information provided to members will improve internal communication and accountability. Implementation of the recommendations contained in this report will significantly improve accountability.

Specifically, more detailed information should be provided to all members of the Executive Committee to increase the Committee's understanding of the Council's operations. The Committee should be provided with a lower level of detail about the Council's budget. This will enable Committee members to have a better understanding of operations and to ask questions from a more informed basis. In addition, the monthly financial reports should include adequate variance explanations between actual expenditure and the budget. The reports should also include details of unusual and high expenditure items.

The system for approving and disbursing grants has the basic controls one would expect in an entity such as MIC. The system has served the Province, MIC and the ethnocultural communities reasonably well. However, the level of documentation, reporting and other aspects to improve communication need strengthening. This includes a significant enhancement in the

documentation of the details in the evaluation considerations, rating methodology and prioritization of the criteria issues in the grant allocation process. This documentation needs to be developed so that these factors can be readily available and consistently used in the grant allocation process. This also includes documentation of administrative pre-approval verification and other application procedures carried out. Development of this material and its provision to the Community Resources Allocation Committee (CRAC), together with any other information considered appropriate, would assist CRAC in discharging its responsibilities.

The grant accountability expectations of MIC have generally been reasonable. However, increasing applications for funding and other recent pressures have resulted in accountability monitoring procedures falling behind. Improvements are required to bring the accountability monitoring into a current position. In addition, the Council should strengthen its requirements for the consistent expectation of audited financial information where appropriate.

Exhibit 3 provides detailed explanations for the significant increases in administrative expenses in the last two years. Generally, the reasons relate to the third Biennial Assembly which was held in November 1987, increased staffing and increases in rent, printing and equipment purchases. Further, the Council initiated special projects related to the task force studying multiculturalism and the lottery needs assessment. These special projects also significantly contributed to the increase.

The level of certain administrative expenditures goes beyond what we consider appropriate. These expenditures have caused concern to certain

Council members because they are beyond what is required to conduct the Council's business and are inconsistent with the Council's established policies.

We became aware of conflict within the organization. Specifically, there is a conflict between members of the Executive Committee and between some members of the Committee and senior management. This conflict has detracted from MIC's ability to successfully fulfill its mandate. A cohesive unit, working towards improved team work, communication, economy and the achievement of key results, is needed.

Our recommendations for improving specific management practices are summarized in the following paragraphs.

PLANNING

The Council recently has held planning sessions and workshops in an effort to improve its planning practices. We recommend Council continue with its recent efforts to improve its planning practices and implement a proactive planning process to meet its current needs.

ORGANIZING

Communication

We recommend that the Council improve its communication process so that all Council members are kept better informed about operations. It is also

important that the Council continue to work to maintain an openness about MIC's operations.

In order to provide Council members and management with a clearer understanding of their overall roles, responsibilities, and reporting relationships, we recommend that these matters be clarified and appropriately documented. We recommend that this documentation specifically include the roles, responsibilities and reporting relationships of the Chairperson and the Executive Secretary. It would be appropriate for the Council to consult the Minister with respect to the roles, responsibilities and reporting relationships of the Chairperson and Executive Secretary because these positions are appointed by Government. The Executive Committee's responsibility for proactive planning, controlling and evaluating the Council's operations and programs should also be addressed. We further recommend that the roles and responsibilities of MIC's committees and committee members, particularly the table officers, and general Council members and alternates be clarified. We also recommend that the communication between MIC and the Government be improved. All Council members should be able to feel that they can readily put forward their concerns to Government. The Government should also be able to respond to concerns raised in a timely manner. It is important for an advisory body such as MIC to have effective communication with the Government.

We recommend that the Minister meet with the Executive Committee and senior management to help clarify the roles, responsibilities and reporting relationships and to resolve any other pressing concerns.

Legislation and By-laws

In response to our request, a senior Law Officer with the Department of Attorney-General advised us that MIC's Act and by-laws would benefit from amendment. Because sections of the by-laws are of a substantive nature, they go beyond the powers granted by the Act. We recommend the Council and the Minister consult to develop necessary amendments to the Act and by-laws as soon as practicable. When reviewing the Act for amendments the following should be considered:

- The Act should include how groups become registered and the exemption of Council members from personal liability.
- The Act should cover the Council's responsibility for grant allocation, if this aspect of the Council's operations is to continue.
- The responsibility for chairing the Table Officers sub-committee of the Executive Committee should be clearly documented in the Act or by-laws.
- The conflict of interest by-laws should be amended to restrict from the Executive Committee only those Council members working in the specified departments who are responsible for policy or administrative decisions affecting MIC operations.

Three Council members have been on Council for more than the two successive terms prescribed by the Act. We recommend that Council take the necessary action to amend the Act or ensure compliance with legislation. In our view, there is a benefit to at least some members being on Council for more than two successive terms. This would provide continuity on Council and would allow for a longer period of familiarization with the broad needs of the Council and the individual ethnocultural communities.

Conflict of Interest Guidelines for Staff

We recommend that the Council adopt appropriate conflict of interest guidelines for staff to reduce the risk of perceived and actual conflict of interest situations. The guidelines specifically should address certain aspects of the work of the Community Resources Officer.

Management and Administrative Policies and Practices

We recommend Council review certain of its policies and practices for Executive Committee meetings to ensure they are as economical as is practicable.

We recommend Council develop and document a more precise policy regarding conferences. This policy should cover the Council's yearly participation in conferences that require travel. In addition, the policy should cover the number of individuals expected to attend each conference.

We recommend the Council develop a policy and procedures whereby conference participants pass on the information gained at the conferences to other Council members and community groups.

We recommend the Council develop a clear policy as to what constitutes Biennial Assembly expenditures. The policy developed should strive to minimize the level of expenditures.

We recommend Council develop a policy regarding Christmas and other luncheons for staff and Council members.

We recommend that all members of the Executive Committee and other Council members receive copies of the detailed budget so that they can have a better level of understanding of intended operations and ask questions from a more informed basis.

MIC initiated special projects to address the government appointed task force on multiculturalism and the lotteries needs assessment. MIC, with Executive Committee approval, transferred \$10,000 from its lottery grant funds to cover a portion of the cost of these originally unbudgeted projects. We consider the use of lottery funds in this manner to go beyond the intended purpose of the funds. We recommend that Council consider obtaining a legal opinion regarding whether the use of lottery funds in this manner is within the powers of the Council. Council then should approve a policy that either provides for or restricts such transfers from the lottery funds.

We recommend that all claims for expenses, whether by expense claim or paid by credit card, include the purpose of the expense and the benefit to MIC. This is in addition to documenting the individuals involved, which is currently being done.

We recommend that MIC accumulate all policies and guidelines in an administration policy manual for easy access by Council members and staff.

Grant Allocation and Grant Accountability Process

We recommend that MIC strengthen its grant allocation process. We also recommend that the information provided to CRAC be improved. It is most

important that the level of documentation be improved. Each grant file should contain documentation covering such information as the procedures used to verify the existence of an organization, the procedures used to verify the information on the applications and the justification and rationale for decisions reached.

We recommend that the Council review its grant accountability policy and guidelines with a view to strengthening the process. The policy and guidelines should address the level of funding allocated and the requirement for audited financial information on the more significant grants allocated. We also recommend the Council take the necessary action to bring their grant accountability practices into a current position. We further recommend that the Council review the feasibility of implementing an approach to selective on-site monitoring and determining the effectiveness of the grants allocated.

During the last round of reviewing and allocating grants, CRAC overrode MIC's conflict of interest guidelines. We recommend that CRAC strictly adhere to the conflict of interest guidelines in the future.

The CRAC conflict of interest guidelines do not address the propriety of CRAC members assisting organizations within their community with the grant applications. We recommend that MIC review this matter and address the issue in the conflict of interest guidelines.

We observed two instances where procedures were not in accordance with CRAC's conflict of interest guidelines regarding the grant allocation process. In addition, because members of only a few ethnocultural

communities make up CRAC, there is an obvious potential for at least perceived bias in the grant allocation process. We recommend that Council stress to CRAC the importance of adherence to the conflict of interest guidelines.

We recommend that a quorum be established for CRAC and that, at a minimum, Council should require that a majority of CRAC members consider and approve grant applications.

We recommend that Council establish a policy to formally communicate to organizations the reasons why grant applications were not approved or why funding was approved for less than requested.

We recommend Council consider implementing a process so organizations can appeal the decisions of CRAC.

Community Resources Allocation Committee

We recommend that the Council communicate to the Executive Committee the Committee's responsibility for holding CRAC accountable.

Minutes

We recommend that the Council ensure that the minutes provide sufficient information to accurately reflect all meetings.

REPORTING, CONTROLLING AND EVALUATING

We recommend that the Executive Committee strengthen their management practices with regard to the reporting, controlling and evaluating aspects of their responsibilities. The Executive Committee should require management to provide them with more complete operating information for their review and evaluation. As well, the Executive Committee should provide more operating information to the general Council to improve its accountability to Council.

The recommendations included in the report are those that we consider are practical for the Council to implement. We recommend that Council address our recommendations for improving its management practices, on a timely basis.

Provincial Auditor's Office

September 8, 1988

MANITOBA INTERCULTURAL COUNCIL

SPECIAL AUDIT

INTRODUCTION

As a result of concerns of the Minister responsible for the Manitoba Intercultural Council (MIC), the Minister of Finance requested the Provincial Auditor's Office to undertake a special audit of the Council. In particular, the Provincial Auditor's Office was requested to address the following:

- Is the system of accountability to the Council's Executive Committee by management appropriate?
- Does the system for approving and disbursing grants contain appropriate controls?
- Does the Council have an appropriate grant accountability process?
- Why have administrative expenses increased so significantly in the last two years?
- Is the level of administrative expense appropriate in relation to the nature of the Council's operations?

We carried out an in-depth review of MIC's current operations and certain aspects of its past operations. The objective of our review was to answer the questions raised by the Minister Responsible for MIC and, from a broader perspective, to determine whether due care was taken by the general Council, its Executive Committee and senior management with respect to developing appropriate systems to carry out its operations and to preserve and protect public funds.

Our special audit has identified opportunities to improve a number of aspects of Council's operations. The special audit was requested because

of the recent concerns raised regarding the Council's current operations. The concerns raised and the observations noted mostly relate to the 1987/88 and 1988/89 fiscal years.

During our review, we paid careful attention to the concerns and questions raised by members of the Council, members of ethnocultural groups and others, but did not limit our review to these matters.

As is the case throughout most of Canada, we have many diverse cultures in Manitoba. Manitoba was one of the first provinces in Canada to establish an entity to help address the needs of the various ethnocultural communities and to act as an advisor to government. The Manitoba Intercultural Council is a community based entity. Its mandate is to promote and maintain the cultural values of Manitobans, and to develop understanding, appreciation and sharing of the diverse cultural values that enrich Manitoba and Canada. MIC advises the Government on ethnocultural matters, acts as an advocate on behalf of Manitoba's ethnocultural groups and allocates grants from lottery funds to ethnocultural groups.

The Council operates with a committee structure. Exhibit 1 sets out the organizational structure of MIC. There are approximately 50 Council members who are mostly determined through an election process. The Minister responsible for MIC may appoint one member for every two members elected. At a Biennial Assembly, each ethnocultural community and defined region elects one member and one alternate from among the 352 ethnocultural groups registered with MIC to represent the community or region. Members have voting rights while the alternates do not. The Council members are volunteers who are remunerated only for meetings attended and are

reimbursed for expenses while on Council business. The Council members elect, from amongst themselves, thirteen of the fifteen Executive Committee members. The Chairperson is appointed by the Minister, while the past Chairperson's appointment is automatic. The Executive Committee is charged with overseeing the operation of MIC. The Executive Committee includes the executive management group called the Table Officers sub-committee. The Table Officers include the Chairperson, Past Chairperson, Vice-Chairperson, Treasurer and Secretary. The Executive Committee also includes the Chairpersons of the five standing committees and five directors at large. The standing committees are Cultural Affairs and Heritage Resources, Education and Youth, Media and Communication, Human Rights and Immigrant Settlement. The directors at large, together with MIC's Chairperson, make up the Community Resources Allocation Committee (CRAC). The Council establishes various sub-committees as needed.

Our review included an examination of operations, the practices and procedures in use, pertinent documentation and an extensive number of interviews with general Council members, Executive Committee members, MIC management and staff, ethnocultural groups and others. Exhibit 7 records those with whom we had interviews. While concerns about MIC were expressed in the media and in interviews with us, it is important to mention that a number of those interviewed fully supported the work of Council, its Executive Committee, senior management and staff.

In carrying out our review, we referred to what we believe to be prudent management practices in developing our criteria and expectations for the significant aspects of MIC's operations. The report is developed on that basis.

MIC started operations in 1983. As with many young entities, MIC is experiencing growing pains as it develops. As entities develop there is an increasing need for greater use of sound business principles and management practices. These practices include planning, organizing, reporting, controlling and evaluating. Our review of MIC's operations and management practices found that there were opportunities for improvement. Because of the nature and number of constituents which MIC serves, because it carries out its activities through so many committees and sub-committees and because it has to fulfill such diverse roles, MIC must continually satisfy extremely high communication requirements if it is to successfully fulfill its mandate. Our review and analysis of MIC's operation determined that this is the main area where significant further improvement is required. The recommendations that follow later in this report are those that we consider are practical for the Council to implement. The recommendations pertain to improvements required to strengthen operating controls generally, and focuses on communication and documentation requirements in particular.

The Council members and staff are dedicated and have played a major role in assisting ethnocultural communities in Manitoba. Council and management have recognized the need to enhance the management practices in use. We want to acknowledge this and to thank the Council members, alternates, management and staff for their excellent cooperation and assistance during our special audit.

PLANNING

Planning is the most fundamental and important task of the management function. It provides the framework to guide an entity's activities. During the planning process, the Council, its Executive Committee and management plan for the development of appropriate systems and procedures necessary to effectively carry out MIC's operations and preserve and protect public funds.

We believe an appropriate proactive planning process should be in place to help direct MIC's operations and to assist in meeting its communication requirements. This process should include the development of a role and mission statement, which outlines the purpose and intended direction of MIC, an assessment of the relevant issues and needs, and the development of measurable objectives and goals. The process should also include the identification of key results and criteria to measure the achievement of objectives, and the identification of Council member and staff requirements and accountabilities needed to achieve the objectives. Further, there should be an appropriate operating budget process and milestones established to measure the success of operations.

It is prudent business practice to ensure that an appropriate planning process is carried out with respect to any operation. At MIC this includes its general advisory and advocacy operations as well as the grant allocation, monitoring and accountability operations. Without appropriate planning, effective direction is not established and it is more difficult to ensure that there is effective communication and control.

Our review disclosed that the Council does not yet have an appropriate planning process in place.

The Council has progressed only as far as developing an initial role and mission statement and establishing certain objectives. Council has not progressed to developing specific objectives such as the level of grant funding to the individual ethnocultural communities or regions. The development of these objectives and their wide communication is important so there can be a common understanding by all Council members and the ethnocultural communities as to what is reasonable to expect from the Council. The Council also has not formally addressed other aspects of the planning process. Specifically, the Council has not identified key results it can use to measure the achievement of its objectives. This is critical to the Council's Executive Committee and management to enable them to control and evaluate operations and programs.

The Council also does not have an effective long-term planning process. Long-term planning is essential to provide direction to management and staff. With formalized long-term plans, where objectives and issues are prioritized, management will be in a better position to meet the expectations for MIC.

We noted that the general Council members do not have sufficient input into the planning of MIC's operations. It would be appropriate for Council members, either at the Council meetings or at the Biennial Assembly, to provide direction to the Executive Committee on issues and priorities to address in the next two years. The Council members should then hold the

Executive Committee accountable as to the progress made in following the direction set by Council.

MIC has not had an adequate budgeting process. The budget developed for the years ended prior to April 1, 1988 did not relate to MIC's published financial statements. As a result, the communication process suffered as the Executive Committee was not in a position to respond to questions raised by general Council members regarding actual expenditures over budgeted amounts for individual expenditure items.

MIC has improved elements of its budget and financial statement relationship in the current fiscal year. MIC changed its process so that the budget reflects the expenditures by object type as disclosed in the published financial statements. Because of the changes, Council will be able to relate the published financial statements to the budget and to more readily highlight variances from the budget in explaining its operating results.

Recent emphasis has also been given to other aspects of planning. In January 1988, the Executive Committee held an orientation/planning retreat. Many significant issues were discussed. MIC also had a consultant provide a workshop on planning. The Executive Committee has since initiated a process which should lead to developing procedures for evaluating the cost effectiveness of MIC's programs, including financial practices and budget planning. These are appropriate steps.

As a follow-up to the January initiative, the importance of planning was stressed at the June 1988 general Council meeting. The Council held

workshops about community issues and concerns. It also held workshops on responsibilities and roles and a view for the future. Council members put forward a number of ideas to improve MIC's operations. The ideas put forward that related to planning included recommendations for the Council to develop a clear mission statement, develop long-term resource plans, set objectives for standing committees and to work to change the image of MIC from a funding body to an advisory body. These are significant issues and deserve further consideration.

We recommend Council continue with its recent efforts to improve its planning practices and implement a proactive planning process to meet its current needs. Because of the nature and structure of MIC and the large number of communities and community groups it serves, it is imperative that there be a sound planning process which works to improve communication between the many individuals interested in its success.

ORGANIZING

In order for an entity to effectively manage its operations, the entity must be properly organized and staffed. This includes developing and communicating clearly established responsibilities, reporting relationships and documentation standards.

We believe Council should give appropriate attention to the organizing practice. Effective organizing should result in:

- Clearly documented roles, responsibilities and reporting relationships for the general Council members, their Executive Committee and its

members, especially the chairperson and other table officers, the various standing committees, sub-committees and their members and the management and staff. The Council members and staff must be fully aware of the policies, goals and objectives of MIC. The members need to be provided with adequate orientation sessions to become fully aware of their roles and responsibilities, as well as, MIC's policies, goals and objectives.

- Executive Committee members with sufficient management and administrative expertise to implement appropriate internal controls and evaluate operations. It is the Executive Committee's responsibility to set policy on how the Council's operations should be managed and to hold management accountable for managing the operations.
- Capable and experienced senior management to effectively manage and communicate the results of the day-to-day operations of MIC. The required expertise may go beyond what senior executives may learn through professional bodies. Further management training may be necessary.
- The necessary experienced managers and staff at the functional level to successfully carry out the day-to-day operations of MIC.
- Appropriate training and development programs to ensure Council members and staff have developed sufficient knowledge to handle their duties and for staff to effectively undertake new activities. This includes training for Council members, senior executives and managers

in management practices and concepts. The benefits received from the training and development programs should be communicated throughout the entity and to the community groups.

- Adequate documentation standards for MIC which would include documenting policies, guidelines, instructions and recommendations. Special attention also needs to be given to minutes of meetings to ensure decisions reached, the rationale for decisions reached and dissenting opinions are fully documented.
- Effective communication throughout MIC and to the community groups and to the Government.

Effective organizing helps people interact, communicate and participate in operations and processes in ways which allow an entity to achieve its objectives and perform as expected. If the organizing practice is well executed then the entity's objectives and policies will be integrated with the entity's resources, producing a cohesive entity which supports team work, communication, economy and the achievement of key results. To provide an overview of MIC's organization structure, we have included MIC's organization chart as Exhibit 1.

Communication

The most significant problem we observed during our special audit was the lack of effective communication at MIC. This includes communication between:

- senior management and the Executive Committee,

- Committees and sub-committees, especially CRAC, and the Executive Committee,
- the Executive Committee and the general Council members and community groups and
- the Council members and the Minister.

The lack of effective communication has been emphasised by comments made directly to us by Council members and those we received through the media. Specific examples regarding ineffective communication are evidenced throughout this section and the reporting, controlling and evaluating section of this report. These specifics include:

- Roles, responsibilities and reporting relationships are not clear.
- The Executive Committee is not provided with adequate financial information.
- The Executive Committee does not provide Council members with adequate information and explanations on MIC's financial operations.
- The benefits Executive Committee members, management and staff gain from conferences and training programs are not being effectively passed on to community groups.
- There is a lack of effective communication between Council members and the Minister.
- The minutes of meetings are not detailed enough for Council members to fully understand the reasons for decisions which occur at meetings.
- Executive Committee members were not aware of a legal opinion stating that CRAC should not be given final decision making power but should be accountable to and directed by the Executive Committee.
- There is a lack of sufficient information provided to CRAC regarding the individual grant applications.

- CRAC does not provide adequate information, on a regular basis, to the Executive Committee and the general Council members on grants allocated.
- CRAC does not formally provide information to the Executive Committee, general Council members or groups as to why grant applications were not approved.

Without adequate communication, Council members will not be in a position to understand, appreciate, control and evaluate operations and be accountable to the community groups. A lack of effective communication means that the Council cannot satisfactorily fulfill its mandate. We recommend that the Council improve its communication process so that all Council members are kept better informed about operations. It is also important that the Council continue to work to maintain an openness about MIC's operations.

A significant contribution to the communication problem has been the lack of a common understanding of the roles, responsibilities and reporting relationships of various key members of the Executive Committee and senior management. This has also resulted in a conflict between members of the Executive Committee and between some Executive Committee members and senior management. This has seriously detracted from MIC's ability to successfully fulfill its mandate. This conflict seems to have been caused by a number of factors.

First and foremost, Council's and the individual members' roles, responsibilities and reporting relationships, as well as those of senior management, are not sufficiently clear.

MIC's by-laws set out roles and responsibilities only to a very limited extent. They are far too brief and not satisfactory. The Executive Committee's responsibility for control and evaluation of operations is also not included in the by-laws. There is also not a clear understanding of the duties and reporting relationships of senior management. In order to provide Council members and management with a clearer understanding of their overall roles, responsibilities, and reporting relationships, we recommend that these matters be clarified and appropriately documented. We recommend that this documentation specifically include the roles, responsibilities and reporting relationships of the Chairperson and the Executive Secretary. It would be appropriate for the Council to consult the Minister with respect to the roles, responsibilities and reporting relationships of the Chairperson and Executive Secretary because these positions are appointed by Government. The Executive Committee's responsibility for proactive planning, controlling and evaluating the Council's operations and programs should also be addressed. We further recommend that the roles and responsibilities of MIC's committees and committee members, particularly the table officers, and general Council members and alternates be clarified. We also recommend that the communication between MIC and the Government be improved. All Council members should be able to feel that they can readily put forward their concerns to Government. The Government should also be able to respond to concerns raised in a timely manner. It is important for an advisory body such as MIC to have effective communication with the Government.

The understanding of roles and responsibilities has deteriorated with the manner used to appoint the current Chairperson. In past years, the Minister responsible has appointed a chairperson from among several who

were recommended by the Council's Executive Committee. The former Minister, after consulting with the Executive Committee and cabinet colleagues, appointed a chairperson who was not one of the several individuals put forward by the Executive Committee and who was not previously a member of the Executive Committee. Concern has been expressed as to whether there was a hidden agenda with the appointment of the Chairperson. The former minister advised us that there was no hidden agenda with the appointment. The Chairperson appointed to MIC was also appointed as a member of the Government's task force on multiculturalism. Members of the Executive Committee were at times at odds with the task force and the Chairperson's representation on the task force. MIC's relationship to the Government is also not clear to all Council members. These situations clearly indicate a need for improved communication.

There are two other factors that may have an impact on this situation. There is a general feeling among Council members that the Executive Secretary should be hired by the Council rather than being appointed by Government. Finally, Council members do not feel that the Government is responding to their recommendations on a timely basis. These are further indications that improved communication is required.

A cohesive Executive Committee that interacts well with staff is required for MIC to function effectively. Members of the Executive Committee and staff are hard working and dedicated. They must strive to work together as a cohesive unit. We recommend that the Minister meet with the Executive Committee and senior management to help clarify the roles, responsibilities and reporting relationships and to resolve any other pressing concerns.

Several concerns were also raised regarding MIC's funding role. The Council's responsibilities beyond those of an advisory and advocacy nature may require further careful consideration. In our form of government, it is the elected members of Government who bear ultimate responsibility for decisions taken respecting public funds.

Legislation and By-laws

During our audit we had difficulty appreciating the purpose and relationship of certain sections of MIC's Act and by-laws. We requested legal advice from a senior Law Officer with the Department of the Attorney-General. We asked the Law Officer to provide an opinion on specific sections of the Act and by-laws. We also asked the Law Officer to review and comment on the Act and by-laws in general.

In the Law Officer's opinion, MIC's Act would benefit from amendment. Amendments are necessary to clarify reporting relationships and to give substantive powers necessary to support the existing structure (presently evidenced in the by-laws). Currently, the Act only provides the authority for the Council to make by-laws of a purely administrative nature. The Act does not provide the authority for Council to make by-laws of a substantive nature. Because sections of the by-laws are of a substantive nature, they go beyond the powers granted by the Act. We recommend that the Council and the Minister consult to develop necessary changes to the Act and the by-laws as soon as practicable.

When reviewing the Act and by-laws for amendments, the following should be considered:

- Section 6 of the Act specifically limits Council members to two successive terms. We noted three Council members have been on Council for more than the prescribed two successive terms. We consider this issue to be an example of non-compliance with Legislation. The Law Officer's advice concurs with our observation. In the course of Council's consultation with the Minister, this section may be identified as a section that needs amending. We recommend Council amend the Act or take steps to ensure compliance with Legislation. In our view, there is a benefit to at least some members being on Council for more than two successive terms. This would provide continuity on Council and would allow for a longer period of familiarization with the broad needs of the Council and the individual ethnocultural communities.
- The Act makes reference to registered groups but does not indicate how groups become registered. The legal advice we received points out that the process for registration of the groups should be included in the Act. We recommend that this matter be incorporated into the Act when the Act is amended.
- The Act does not presently provide MIC with the specific authority for the allocation of grants. If this aspect of operations is to continue consideration should be given to incorporating into the Act the authority to carry out this aspect of MIC's operations.
- Section LX(8) of the by-laws provides that no Council member shall be personally liable for action in the performance of their duties. The legal opinion states that because this is a matter of substance it

should be in the Act. Such immunity must be found in common law or statute. Council members cannot confer this kind of immunity on themselves. We recommend that, when the Act is reviewed for amendment, this issue be incorporated into the Act.

- Section X(3) of the by-laws restricts certain individuals from being on the Executive Committee. The section does not allow members to serve on the Executive Committee if they are employed by or responsible to certain government departments. The by-law applies to any member who works in these departments regardless of their position in the department. Therefore, a member employed in one of these departments cannot serve on the Executive Committee even though the member has absolutely no responsibility for policy or administrative decisions which affect MIC's operations. The logic of this by-law is not clear. One previous member who worked in the Land Titles Office resigned from the Committee because of the by-law. The Executive Committee is currently requesting another member to resign from the Committee because of the by-law. Neither person, in their positions with the departments, was responsible for policy or administrative decisions which affected MIC. We recommend that this by-law be amended. The by-law should restrict from the Executive Committee only those persons working in the specified departments who are responsible for policy or administrative decisions affecting MIC operations.
- The by-laws do not designate who is to chair the Table Officers sub-committee. This is a very important sub-committee of the Executive Committee because it provides ongoing direction to management. The Table Officers also evaluate senior management's performance. We

recommend that the responsibility for chairing the Table Officers subcommittee be clarified and appropriately documented.

Conflict of Interest Guidelines for Staff

While MIC has appropriate conflict of interest guidelines for Council members, it does not have conflict of interest guidelines for staff. Perceived and actual conflict of interest situations in many jurisdictions have become more prominent than in the past. It is important that the Council do all it reasonably can to prevent such situations. The publicity regarding conflict of interest issues is not only embarrassing but can cause an entity to lose credibility. Of particular significance are certain duties of the Community Resources Officer. Although the Officer does not belong to a community group, she is active in her ethnocultural community. In the course of her duties, the Officer handles the grant requests from organizations in her ethnocultural community. It may be perceived that organizations from her community get preferential treatment. We recommend that the Council adopt appropriate conflict of interest guidelines for staff to reduce the risk of perceived and actual conflict of interest situations. The guidelines specifically should address certain aspects of the work of the Community Resources Officer. The Council should consider requiring another staff member to handle grant requests for organizations from the Officer's ethnocultural community.

Administrative Expenses

As part of our special audit we reviewed administrative expenses. We did not find any evidence of misappropriation of funds. The Executive

Committee provided prior approval of expenditures either through the budget process or by special approval. We comment on some expenditure policies and practices in the following paragraphs. Exhibit 2 is a graph of the administrative expenditures from 1984 to 1988. The first line of the graph shows MIC's actual expenditures over the years. The second line shows MIC's expenditures adjusted to eliminate the Biennial Assembly expenditures that occur every two years. This graph shows that the expenditures, adjusted to eliminate Assembly expenditures, have increased continuously since MIC started operations in 1983/84. MIC's administrative expenditures, excluding the Biennial Assembly, increased by approximately 27% in 1987 and 36% in 1988 over the prior year. As a comparison, the Manitoba Lotteries Foundation's administrative expenditures increased by approximately 13% in 1987 and 21% in 1988. Overall Government expenditures have increased only approximately 8% in 1987 and 8% in 1988. This comparison shows that MIC's administrative expenditures have increased at rates much higher than those of other entities and Government. We reviewed MIC's administrative expenditures in detail for the fiscal years ended March 31, 1987 and 1988 and analyzed the year over year variances. Information regarding the expenditures and explanations for the variances are included as Exhibit 3. Generally, the administrative expenditures increased over the past two years because of the third Biennial Assembly held in November 1987, which cost \$50,757, increased staffing and increases in rent, printing and equipment purchases. Special projects, costing \$21,829, were also initiated in 1987/88 to address the task force on multiculturalism and the lotteries needs assessment.

Management and Administrative Policies and Practices

The Council does not have adequate management and administrative practices, for its administrative expenditures, including policy documentation. We noted specific issues that require improved policy and procedure development.

- In January 1988, MIC held an Executive Committee orientation/planning session in Brandon, Manitoba. Fifteen people, fourteen Executive Committee members and the Executive Secretary, attended the three day session. The travel, accommodation and meal costs for the session were approximately \$4,000. Twelve of the participants involved were residents of Winnipeg, the remainder were from Lorette, Dauphin and Brandon. Although families accompanied some of the participants, MIC did not pay any additional costs for the families. Meals were provided to participants at the planning session. The meals cost as high as \$16.00 per individual, plus wine. The member from Brandon was provided hotel accommodation along with the rest of the participants. The Executive Committee members advised us that, even though the majority of participants were from Winnipeg, the session was held in Brandon so that MIC could be visible in the regions as well as the fact that it was a retreat. Although we support such orientation sessions, we believe that MIC could have significantly reduced the cost by holding the session in Winnipeg and using more economical spending practices. We recognize that locations outside of Winnipeg also are entitled to benefit from the spending of public funds. Nevertheless, from a cost perspective, MIC could have significantly reduced their costs by holding the session in Winnipeg. MIC's paying

for hotel accommodation for the Brandon member is not in accordance with MIC's policy to pay for accommodation only when a person is in travel status. The Brandon member was not in travel status. MIC's provision of expensive meals to the participants was also not in accordance with MIC's reimbursement policy. We recommend Council review certain of its policies and practices for Executive Committee meetings to ensure they are as economical as is practicable.

- We also observed that MIC's attendance policy for conferences should be reconsidered or reinforced in view of recent practices noted. Executive Committee members and staff attended six out-of-province conferences in 1986/87 and nine in 1987/88. The conference expenses were \$9,300 in 1986/87 and \$15,300 in 1987/88. Generally, only one or two people attended the conferences. There were two exceptions to this. In April 1986, three Executive Committee members and one senior management staff attended a conference in Toronto. In November 1987, ten individuals, eight Executive Committee and two staff attended a conference in Edmonton. The Edmonton conference was sponsored by the Canadian Council for Multicultural and Intercultural Education (CCMIE). (The attendance at this conference was in keeping with the previous practice when in 1984 MIC sent eleven individuals to the CCMIE conference in Toronto.) Three of the ten individuals sent in 1987 were guest speakers and as such CCMIE paid the travel and accommodation costs for these people. MIC paid the full cost of the other seven individuals. MIC also paid the registration fee and other expenses of the three individuals who were guest speakers. The total cost of the 1987 conference was about \$5,100. In discussions with CCMIE officials, we were advised that this conference was organized

around nine themes that reflect significant aspects of the response of formal educational and community institutions to cultural and racial diversity. COMIE officials also advised us that, although MIC is not affiliated with COMIE, MIC representatives were invited to the conference. Most of the other conference participants were from the education system. We made inquiries and learned that organizations similar to MIC in other jurisdictions mostly sent two delegates. MIC's counterpart in Ontario did not send any delegates.

We also noted that MIC normally does not take advantage of excursion airfares. MIC generally pays full economy fares. We were apprised of a concern that some MIC Executive Committee and staff travelled by first class airfare. We did not find any first class air travel being used. We did note one instance where the airfare was upgraded from economy class to executive class. This was in November 1987 for a Canadian Federation of Multicultural Council conference in Charlottetown, P.E.I. An Executive Committee member and a staff member used the upgraded airfares. The fares were upgraded at the request of the former chairperson so they could sit together to prepare for the conference. The difference in cost between the economy class and executive class tickets was \$45 per ticket.

In times of government deficit and the need for restraint, this level of conference participation and attendance with its resultant expenditure level is significantly out of step with government practice. We recommend Council develop and document a more precise policy regarding conferences. This policy should cover the Council's yearly participation in conferences that require travel. In addition,

the policy should cover the number of individuals expected to attend each conference. It may be appropriate to have only one or two people attending conferences. These members should expect to report to other members on the highlights and benefits of the conferences. The Council can rotate the members attending conferences so various members can participate. The policy should also require that whenever possible MIC should book lowest cost airfares available.

- We noted that MIC does not have policy or procedures to ensure that the benefits resulting from attending the conferences and training programs are passed on to other Council members and community groups. It is frequently the practice in other entities for individuals attending conferences to develop reports on the conferences. The individuals are also often required to present verbal reports about the conference. This allows for the sharing of information gained at conferences. We recommend the Council develop a policy and procedures whereby conference participants pass on the information gained at the conferences to other Council members and community groups.

- The Council needs to review its practices regarding Biennial Assembly expenditures. At the November 1987 Biennial Assembly held in Winnipeg, MIC provided hotel rooms for six Executive Committee members and seven staff, who were all residents of Winnipeg. The reason given for this was that the Committee and staff had to work long hours at the Assembly. This practice is not in accordance with MIC policy. MIC's policy is to pay for accommodation only when a person is in travel status. Also, MIC paid for additional meal tickets provided for the spouses or guests of the Executive Committee and staff. The

additional meal tickets were beyond what was provided to the other participants at the Assembly. This also is not in accordance with MIC's reimbursement policy. The cost to MIC for these accommodations and additional meals was \$2,150 (\$1,400 for accommodation and \$750 for additional meal tickets). The actual Assembly expenditures were less than those of the prior Assembly, but there were fifty-two fewer participants at the prior Assembly. At the prior Assembly, MIC also paid for accommodation for six Executive Committee members and staff.

There were other expenditures that should not have been recorded as a cost of the November 1987 Assembly. These include the following:

- Lunch was provided for an Executive Committee meeting following the Assembly at a cost of \$196. These costs should have been charged to Executive Committee meeting expenses.
- On December 22, 1987, MIC's staff held an Assembly evaluation session, which included a Christmas Luncheon, at the Westin Hotel. MIC closed the office and six staff attended. The cost of this session was \$277 (\$146 for lunch - at \$24.45 per person, and \$131 for the meeting room). The reason for charging this to Assembly expenses is not clear. The cost for the Christmas luncheon is beyond what is normally allowed in Government.
- A portion of the translation services charged to the Assembly were for Council meetings that were held the day before and the day after the Assembly.

We recommend the Council develop a clear policy as to what constitutes Biennial Assembly expenditures. The policy developed should strive to minimize the level of expenditures. We also recommend Council develop

a policy regarding Christmas and other luncheons for staff and Council members.

- MIC has not been following a satisfactory communication process for its budget. While a detailed budget by object of expenditure is prepared, it is not provided to all members of the Executive Committee or to all Council members. It is important that all members of the Executive Committee and Council fully understand the budget. Therefore, we recommend that all members of the Executive Committee and other Council members receive copies of the detailed budget so that they can have a better level of understanding of intended operations and ask questions from a more informed basis.

- In 1987/88 the Provincial Government appointed a task force to review multiculturalism and established a lottery needs assessment review. Although both reviews may have some impact on aspects of future MIC operations, the Government specifically chose to have the review conducted by Government appointed consultants. MIC's Executive Committee approved projects to prepare ethnocultural communities to respond to these studies. MIC spent about \$22,000 on the projects. The costs include travel and per diem expenses for Executive Committee members to consult with community groups, the hiring of a term staff to prepare documentation and the purchase of a microcomputer. MIC, with approval of the Executive Committee, transferred \$10,000 from the Ethnocultural Community Support Fund (lottery grant funds) to cover a portion of the cost of these originally unbudgeted projects. As a result, \$10,000 of lottery funding, designated for grants to community organizations, was used for administrative purposes. The Council does

not have a policy regarding such transfer of funds from the Ethnocultural Community Support Fund. We consider the use of the lottery funds in this manner to go beyond the intended purpose of these funds. We recommend that Council consider obtaining a legal opinion regarding whether the use of lottery funds in this manner is within the powers of the Council. Council then should approve a policy that either provides for or restricts such transfers from the Ethnocultural Community Support Fund.

- We reviewed a sample of expense accounts of the Executive Committee members and staff. We also reviewed the use of the corporate credit card. We observed instances where there was insufficient documentation supporting the purpose of the expense. We also observed a few cases where expense claims were for luncheons involving Executive Committee members and management. The purpose and the benefit to MIC of these luncheons was not documented. We recommend that all claims for expenses, whether by expense claim or paid by credit card, include the purpose of the expense and the benefit to MIC. This is in addition to documenting the individuals involved, which is currently being done.

- We further recommend that MIC accumulate all policies and guidelines in an administration policy manual for easy access by Council members and staff.

Grant Allocation and Grant Accountability

The system for approving and disbursing grants has the basic controls one would expect in an entity such as MIC. The system has served the Province, MIC and the ethnocultural communities reasonably well.

The criteria MIC uses for grant allocation and grant accountability is included as Exhibit 4. Officials advised us that they consider the criteria as guidelines and are flexible as to their application. They informed us that this flexibility is required to better meet the needs of organizations. Exhibit 5 provides details of grants allocated by organization, by community and by region from 1985/86 to June 1988. Exhibit 6 provides details of grants not approved from 1985/86 to June 1988. Exhibits 4, 5 and 6 are provided as information. They summarize the criteria used and the results of the granting process. This information should be helpful in reviewing past operations and planning for the future.

In conducting our reviews, we examined 88 grant requests for the years ended March 31, 1986 to 1988. These included grant requests approved and not approved as well as specific grants where we had been advised of concerns. We observed instances that indicate that controls could be strengthened. We did not find any evidence of improprieties or illegal activities respecting the grant allocations. The following are our observations:

- We found a number of concerns with certain of the grant files that we reviewed. The most significant concern was the lack of adequate documentation maintained in the files. This includes the process for

the evaluation considerations, rating methodology and prioritization of the criteria issues regarding grant allocations.

In particular the files did not contain documentation that identified the justification, rationale or merit for allocating the grant. Although staff advised us that the justification for the grant is discussed when CRAC reviews the grant applications, this was not evidenced in the CRAC minutes. We also did not find sufficient documentation to determine the reasons why grants were not approved.

The files also did not contain particulars regarding the verification procedures of the existence of an organization, its membership, etc. or the procedures to check specific information required by the criteria.

We also found that the financial information accompanying the application was not always audited or certified true as is required by the criteria. In our opinion, MIC could not always rely on the financial information provided. We were advised by officials that there is a large element of trust in accepting the information provided.

We also noted that the information provided to CRAC to enable them to make a decision on grant applications should be improved. CRAC was not provided with information that specifically states that the normal criteria was met or if criteria D was used. Criteria D stipulates that exemption from the normal criteria will be considered for the establishment of organizations for new ethnocultural communities or

for new organizations composed of and serving two or more ethnocultural communities. We were advised that unless otherwise specified, it means that the criteria has been met. CRAC also is not provided on a regular basis with information on grants allocated by community and by region. We also noted, that in some cases, the material provided to CRAC did not include information on the past performance of organizations regarding grants previously received from MIC. We further noted one instance where CRAC was not specifically advised that the financial information accompanying the application disclosed that an organization had to repay a grant to the Province. The reason for the repayment was the grant was not used for the purposes intended. This information would be useful and it would assist CRAC in making decisions as to how funds should be allocated.

Concerns were expressed to us that MIC had allocated grants to organizations that did not exist. We found no evidence to support this allegation.

There has been a trend towards an increasing number of requests to MIC for grants. In addition, we note that the year over year increase in available lottery funds is diminishing. This together with increasing demands in other areas of Government will set greater demands on priority usage of public funds. As a result, CRAC will need improved information to more carefully consider grant requests in the future.

We recommend that MIC strengthen its grant allocation process. We also recommend that the information provided to CRAC be improved. It is most important that the level of documentation be improved. Each

grant file should contain documentation covering such information as the procedures used to verify the existence of an organization, the procedures used to verify the information on the applications and the justification and rationale for decisions reached.

- Although the grant accountability expectations of MIC are generally reasonable, the grant accountability process requires strengthening. The policy and guidelines respecting grant accountability are too general. The same policy applies whether the grant is for \$500 or \$50,000. This is not practical or efficient. The policy and guidelines do not adequately address requirements for audited financial information.

A major concern is that MIC's accountability is significantly in arrears. Accountability is outstanding for some grants allocated as far back as 1985/86. We further noted instances where MIC allocated new grants to organizations when the prior grant accountability was still outstanding. These situations are not in accordance with MIC's policy.

We were also advised of a concern whereby organizations could regularly obtain grants of up to 75% of funds requested with no later accountability. This was not found to be the case. Our audit indicated that MIC regularly attempts to obtain full accountability.

There is no requirement for on-site monitoring of completed projects to ensure that the funds have been used for the purposes intended. This may not be feasible in all instances with the present staff

level. A selective on-site monitoring approach may have to be considered.

We recommend that the Council review its grant accountability policy and guidelines with a view to strengthening the process. The policy and guidelines should address the level of funding allocated and the requirement for audited financial information on the more significant grants allocated. We also recommend the Council take the necessary action to bring their grant accountability practices into a current position. We further recommend that the Council review the feasibility of implementing an approach to selective on-site monitoring and determining the effectiveness of the grants allocated.

- We were advised that during the last round of reviewing and allocating grants, The Community Resources Allocation Committee overrode MIC's conflict of interest guidelines. MIC's guidelines call for members of CRAC not to participate in discussions of applications relating to organizations from ethnocultural communities to which the members belong. The Chairperson requested that members not absent themselves from discussions in order that better information could be provided to the other members of CRAC about the organizations. Members did not absent themselves when the vote was taken, although they did not vote on the applications of organizations from their community. In any event, there has been a clear perception of conflict of interest because the established guidelines were not followed and some members were perceived to be in a position to influence other members. We recommend that CRAC strictly adhere to the conflict of interest guidelines in the future.

- The CRAC conflict of interest guidelines do not address the propriety of CRAC members assisting organizations within their community with the grant applications. This may be perceived by other community organizations as special treatment so that some organizations get preferential treatment in the allocation of grants. We recommend that MIC review this matter and address the issue in the conflict of interest guidelines.
- We observed two instances where procedures were not in accordance with CRAC's conflict of interest guidelines regarding the grant allocation process. In the first instance a member of CRAC approved the grant application of a group on which the member's daughter was an official. In subsequent years this member disclosed a conflict when this group's grant application was reviewed. The second instance involves a CRAC member approving a grant for an organization in the members's ethnocultural community. There is also an obvious potential for at least perceived bias in the grant allocation process. This is because CRAC is made up of only six members from over fifty distinct ethnocultural communities. We recommend that the Council stress to members the importance of adherence to the conflict of interest guidelines.
- MIC does not have a policy in place that sets out how many CRAC members are required to constitute a quorum. In effect, less than a majority of members may consider and approve grants. We noted two instances where less than a majority of CRAC members made the decision on the grant request. We recommend that a quorum be established and

that, at a minimum, Council should require that a majority of CRAC members consider and approve grant applications.

- As a matter of course, CRAC does not notify the applicant formally as to the reasons why grants were not approved or why funding was approved for less than requested. We were advised that staff verbally inform the organizations if they contact MIC. We recommend Council establish a policy to formally communicate with organizations in this regard. This would improve the process and should work to enhance MIC's credibility.
- There is no process in place for organizations to appeal the decisions of CRAC. We recommend Council consider implementing an appeal process. This should work to strengthen the decision making and evaluation process and improve MIC's credibility and communication with the communities.

Community Resources Allocation Committee

We were advised by members of the Executive Committee that CRAC is the final authority on the allocation of grants and is not accountable to the Executive Committee. They stated that CRAC was accountable only to Council. This is substantiated by MIC's organization chart (Exhibit 1). We believe that this is not the most desirable structure. CRAC should be accountable to the Executive Committee which is the senior committee representing the Council members. In our review of pertinent documentation, we came across a 1986 legal opinion obtained by MIC. This opinion states that CRAC should not be delegated final decision making

power because the delegation of such power is not specified in the Act. The opinion goes on to recommend that the Executive Committee should be made aware of and ratify all decisions of CRAC. Executive Committee members were obviously not aware of this legal opinion. This is another example of poor communication. While the Executive Committee approves the CRAC report, they do not receive sufficient information to be aware of the basis for the decisions and to hold CRAC accountable. We recommend that the Council communicate to the Executive Committee the Committee's responsibility for holding CRAC accountable.

Minutes

We observed that the Executive Secretary, rather than the elected Secretary, records the minutes at Executive Committee meetings. While we do not find this unreasonable, it is the responsibility of the elected Secretary and indeed all the Executive Committee members to ensure that the minutes are complete and accurate. During our audit we observed that the minutes of meetings were not sufficiently detailed. We found it difficult to determine the basis and rationale for some of the decisions reached. Some Council members stated they had similar problems. We recommend that the Council ensure that the minutes provide sufficient information to accurately reflect all meetings.

Current Actions

It must be noted that the Executive Committee initiated a number of actions at its January 1988 retreat. With respect to organizing, these included evaluating the effectiveness of the present MIC structure and developing

communication, outreach and community access strategy. These are good steps.

Subsequently, at the June 1988 general Council meeting, workshops were held regarding community issues and concerns, responsibilities and roles of members and alternates and views for the future. Many ideas and issues were put forward at these workshops respecting organizing. These issues included the responsibilities and accountabilities of members and alternates, clarification of an alternate's role, developing job descriptions and CRAC informing delegates about details of grant applications and allocations. Other issues included committees being more flexible and responding more appropriately to change, and members and alternates meeting with groups that apply for funding prior to funding being considered or provided.

These and other ideas and issues put forward are appropriate and deserve consideration as the Council develops its organizing practices.

REPORTING, CONTROLLING AND EVALUATING

It is important for any entity to have effective reporting, controlling and evaluating practices in place so that those with assigned responsibilities can demonstrate that operations are properly managed. The Executive Secretary manages the day-to-day operations. The Executive Committee is responsible for appropriate policies and ensuring suitable practices and procedures are developed for efficient and effective operations. The Executive Committee is also responsible to hold management accountable for operations. In order to do this, the Executive Committee has to request

and be provided with appropriate information so they can properly monitor, control and evaluate operations. In addition, effective reporting, controlling and evaluating provides an expected level of accountability for the use of public funds.

We believe that the Council should give appropriate attention to its reporting, controlling and evaluating practices. Reporting, controlling and evaluating practices should include:

- Preparation of monthly financial reports on operations as compared to budget for Executive Committee review. The reports should highlight unusual and high expenditure items such as meeting expenses, travel etc. and provide details of these expenditures. The reports should also provide detailed explanations of variances between actual and budget.
- Preparation and Executive Committee review of periodic reports on major staff activities and comparison of actual performance to the expected key results developed during the planning process. This is to determine whether objectives are being met. The reports also should provide explanations of variances from expected results.
- Preparation of periodic reports on problem areas for the Executive Committee review.
- Executive Committee assessment of management performance.

- Preparation of reports on grant applications received, those approved and those not approved each round for Executive Committee review. Reasons should be provided, in general terms, what the grants were provided for and why any grants were not approved. The Executive Committee also should be provided with details of grants allocated by year and in total since MIC has been allocating grants. The reports should be by organization, by community and by region.
- Preparation and Executive Committee review of periodic reports on results of reviews to assess the effectiveness of programs and operations. This should include the success and failures of grants allocated to assist in future granting decisions.
- Executive Committee review and evaluation of the Council's operating results in comparison to similar agencies.
- Executive Committee evaluation of the Council's activities relative to the mission and objectives established during the planning process and use of this information to determine future courses of action.
- Presentation to the general Council members and to the Biennial Assembly of significant aspects of the above issues.

Reporting, controlling and evaluating directly links with planning and organizing. It is unreasonable to expect these practices to be effective without appropriate planning and organizing. The following aspects of reporting, controlling and evaluating which could significantly benefit MIC's operations, were not evident:

- While monthly financial reports are prepared, they do not provide adequate variance explanations between actual expenditure and budget. The reports also do not provide details of unusual or high expenditure items. The Executive Committee also does not provide the general Council members with adequate information relative to the budget so they are sufficiently informed and so they are in a position to ask pertinent questions to hold the Executive Committee accountable. At the last Council meeting, in June 1988, the Executive Committee did not provide Council members with sufficient financial information and explanations regarding MIC's operations for the prior year. This resulted in concerns being expressed to the Minister, to us and in the media. The general Council meeting is one of the vehicles for informing members and allowing them to raise questions about MIC's operations and enabling the Executive Committee to discharge its accountability. It is important that Council meetings allow for this to happen.
- Key results have not been developed during the planning process. Therefore, there is no standard with which the Council can determine if objectives are being achieved.
- Although CRAC provides the Executive Committee with a report on grant applications approved, it normally does not provide information and reasons why grant applications were not approved. In addition, information is not always provided to CRAC or the Executive Committee about the level of grants allocated by community and by region. However, MIC prepared reports on applications and allocations to organizations by region and by function for 1987/88. This is an

excellent start and we encourage the continuation and expansion of this type of reporting. The reports should also provide information on more than just the past year. If there is to be full accountability for the granting program the Executive Committee should be provided with this information. It was also noted that this type of information was not provided to the general Council. Providing this information to Council would improve the accountability process of CRAC and the Executive Committee and would improve communication with the communities. It is important that MIC develop and distribute reports that clearly demonstrate to organizations, communities and regions that the grant allocations are fair and equitable. This would also enhance the credibility of MIC.

- There is no process in place to review the effectiveness of the programs MIC delivers. Therefore, the Executive Committee is not in a position to evaluate programs. This is especially significant for the granting program. Neither the Executive Committee nor CRAC receives and reviews information on the successes and failures of the grants provided. No criteria has been developed to review these issues. As available funds decrease and demand increases, greater effort will be needed to assist in grant allocation decisions. This type of information would be useful in this process.
- The Council has not formalized a process for comparing its operations and performance to other similar entities.
- The Executive Committee does not have a process to formally evaluate its activities against its mission and objectives.

It is the responsibility of the Executive Committee and Council to monitor, control and evaluate operations and programs. Through the reporting, controlling and evaluating function, the Executive Committee holds management accountable for operations. The Executive Committee is not giving appropriate consideration to this aspect of their responsibilities. As a result the system of accountability is weakened. The Executive Committee should ensure that they give more attention to the issues identified to enhance the reporting, controlling and evaluating practices. We recommend that the Executive Committee strengthen their management practices with regard to this aspect of their responsibilities. The Executive Committee should require management to provide them with more complete operating information for their review and evaluation. As well, the Executive Committee should provide more operating information to the general Council to improve its accountability to Council.

CONCLUSIONS

Our special audit identified opportunities to improve a number of aspects of Council's operations. The primary conclusion arising from the special audit work generally, and from our interviews with concerned individuals in particular, is that there is a pressing need for the Council to work to improve its communication processes and practices to better meet current expectations. Communication needs to be improved between Government and the Council, between the Committees of Council and management and between Council and the constituents served. As Council works to bring about recommended improvements in its internal operating processes and practices, it should always consider how each change can be used to also improve its communication abilities.

The system of accountability to the Executive Committee by management is in the process of evolution. Committee members and management have recognized the need for the increased use of sound management practices in MIC's operations to improve accountability. Enhancements in the kind, level and timeliness of information provided to members will improve internal communication and accountability. Implementation of the recommendations contained in this report will significantly improve accountability.

Specifically, more detailed information should be provided to all members of the Executive Committee to increase the Committee's understanding of the Council's operations. The Committee should be provided with a lower level of detail about the Council's budget. This will enable Committee members to have a better understanding of operations and to ask questions from a more informed basis. In addition, the monthly financial reports should include adequate variance explanations between actual expenditure and the budget. The reports should also include details of unusual and high expenditure items.

The system for approving and disbursing grants has the basic controls one would expect in an entity such as MIC. The system has served the Province, MIC and the ethnocultural communities reasonably well. However, the level of documentation, reporting and other aspects to improve communication needs strengthening. This includes a significant enhancement in the documentation of the details in the evaluation considerations, rating methodology and prioritization of the criteria issues in the grant allocation process. This documentation needs to be developed so that these factors can be readily available and consistently used in the grant allocation process. This also includes documentation of administrative pre-approval

verification and other application procedures carried out. Development of this material and its provision to the Community Resources Allocation Committee (CRAC), together with any other information considered appropriate, would assist CRAC in discharging its responsibilities.

The grant accountability expectations of MIC have generally been reasonable but should be improved through the more consistent receipt of audited financial information from grantees. However, increasing applications for funding and other recent pressures have resulted in accountability monitoring procedures falling behind. Improvements are required to bring the accountability monitoring into a current position. In addition, the Council should strengthen its requirements for the consistent expectation of audited financial information where appropriate.

Exhibit 3 provides detailed explanations for the significant increases in administrative expenses in the last two years. Generally, the reasons relate to the third Biennial Assembly which was held in November 1987, increased staffing and increases in rent, printing and equipment purchases. Further, the Council initiated special projects related to the task force studying multiculturalism and the lottery needs assessment. These special projects also significantly contributed to the increase.

The level of certain administrative expenditures goes beyond what we consider appropriate. These expenditures have caused concern to certain Council members because they are beyond what is required to conduct the Council's business and are inconsistent with the Council's established policies.

We became aware of conflict within the organization. Specifically, there is a conflict between members of the Executive Committee and between some members of the Committee and senior management. This conflict has detracted from MIC's ability to successfully fulfill its mandate. A cohesive unit, working towards improved team work, communication, economy and the achievement of key results, is needed.

The recommendations included in the report are those that we consider are practical for the Council to implement. We recommend that Council address our recommendations for improving its management practices, on a timely basis.

Provincial Auditor's Office

September 8, 1988

MANITOBA INTERCULTURAL
COUNCIL

Organization Chart

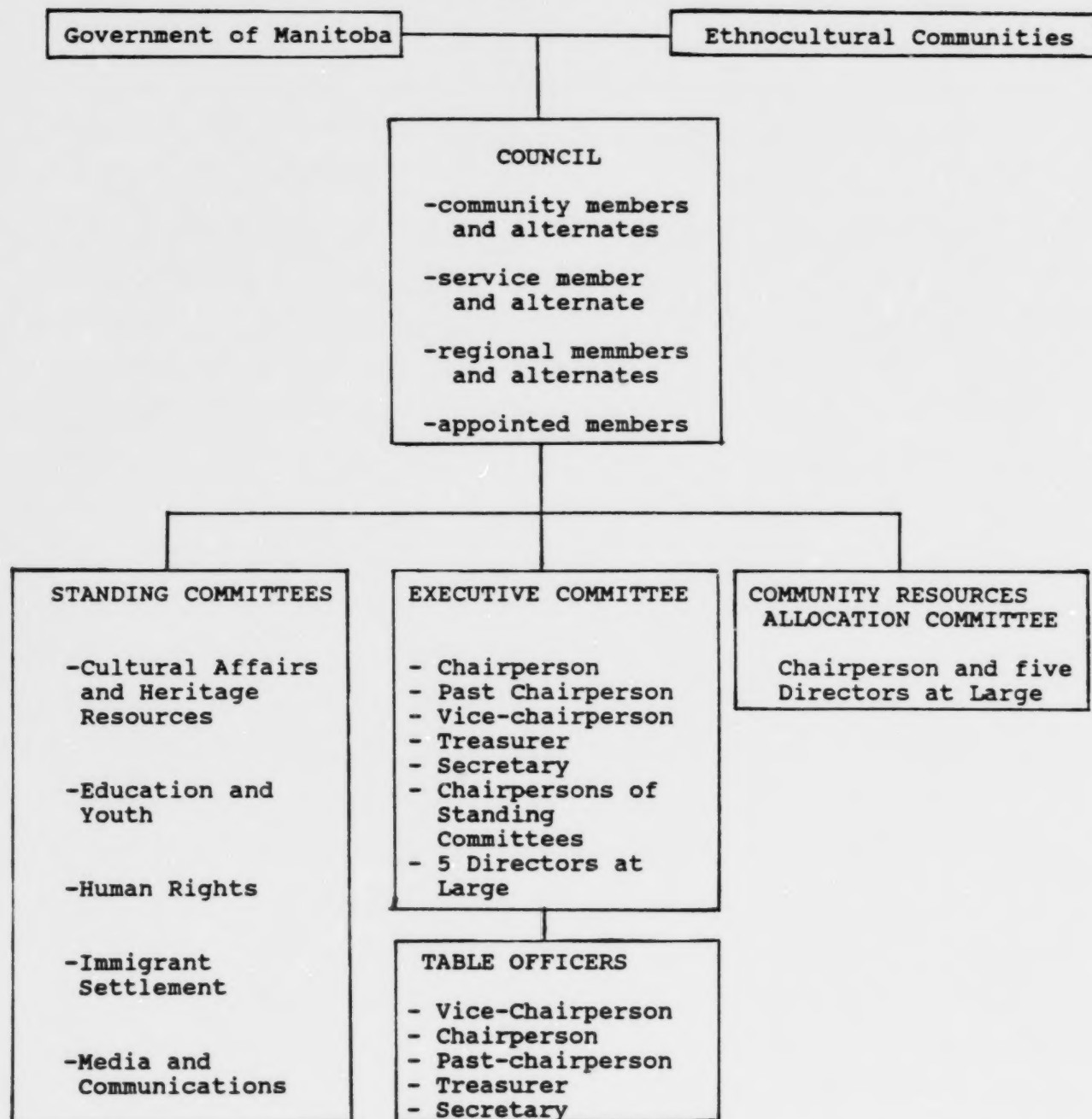


EXHIBIT 7

PAGE 2

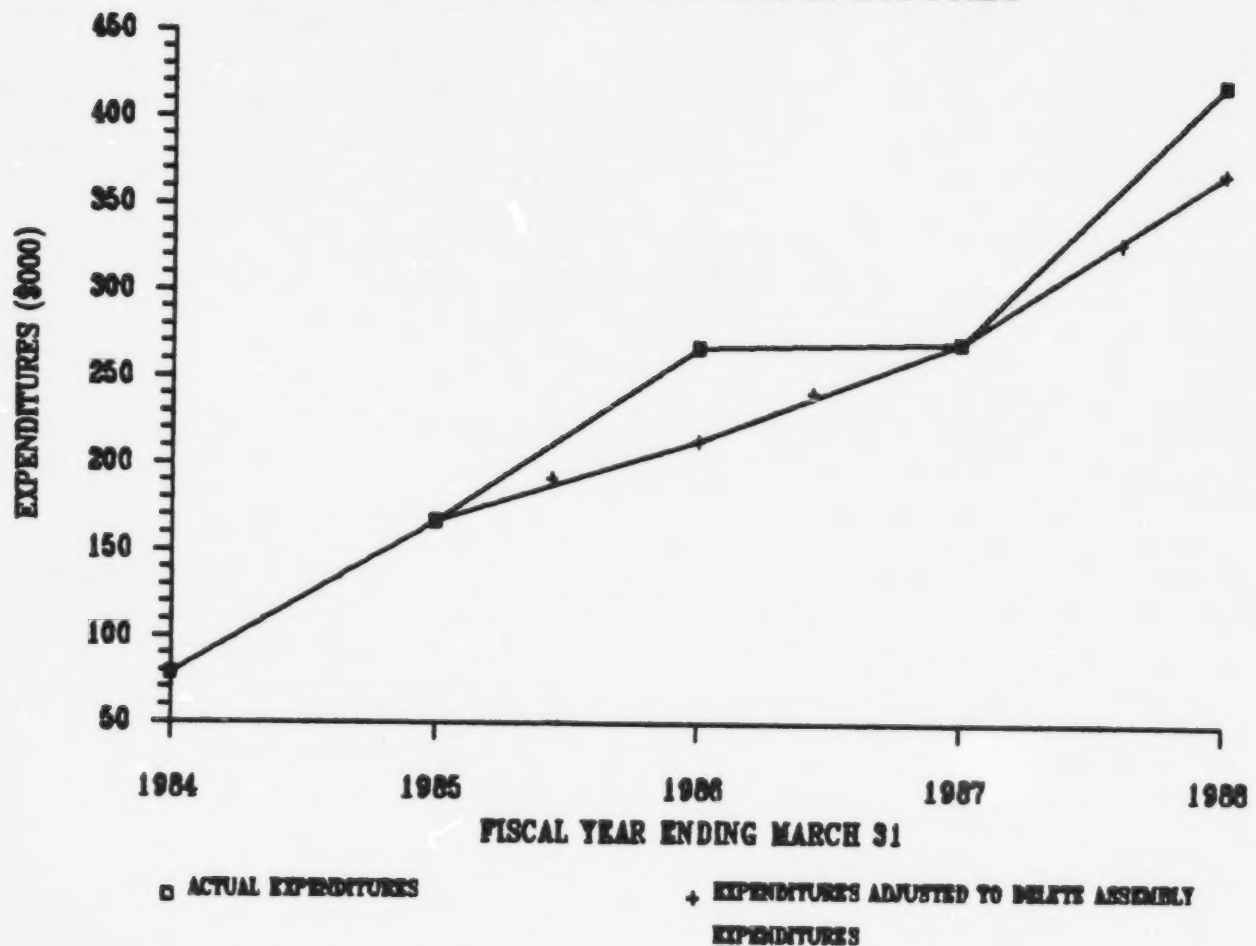
General Manager, Manitoba Lotteries Foundation

Various Community Organizations Which Received Grants From MIC

Various Community Organizations Which Were Denied Grants From MIC

Various Concerned People

ADMINISTRATIVE EXPENDITURES



COMPARISON OF ADMINISTRATIVE EXPENDITURES

Exhibit 3
Page 1

EXPENDITURE	1986	1987			1988		
	ACTUAL	ACTUAL	VARIANCE FROM 1986	PERCENT VARIANCE	ACTUAL	VARIANCE FROM 1987	PERCENT VARIANCE
Advertising and exhibits	\$ 14,326	\$ 3,892	\$ (10,434)	-72.83	\$ 7,566	\$ 3,674	94.40
Equipment, furniture and maintenance	8,056	14,653	6,597	81.89	10,193	(4,460)	-30.44
Health and post secondary education tax levy	2,247	1,983	(264)	-11.75	4,416	2,433	122.69
Miscellaneous	3,911	2,156	(1,755)	-44.87	3,906	1,750	81.17
Per diem	34,526	22,683	(11,843)	-34.30	34,253	11,570	51.01
Printing	14,559	19,325	4,766	32.74	32,285	12,960	67.06
Professional fees	7,991	6,135	(1,856)	-23.23	7,727	1,592	25.95
Publications and education	5,712	9,810	4,098	71.74	12,541	2,731	27.84
Rent and meeting rooms	23,917	21,777	(2,140)	-8.95	36,740	14,963	68.71
Research projects and needs assessment	-	-	-	-	21,829	21,829	-
Salaries	84,320	121,160	36,840	43.69	166,990	45,830	37.03
Stationery	4,213	3,488	(725)	-17.21	6,041	2,553	73.19
Telephone, postage and courier	5,556	7,826	1,470	26.46	11,163	4,137	58.88
Translation services	5,391	1,785	(3,606)	-66.89	2,185	400	22.41
Travel, accommodation and meals	52,154	34,101	(18,053)	-34.61	61,144	27,043	79.30
	<u>\$266,879</u>	<u>\$269,974</u>	<u>\$ 3,095</u>	<u>1.16</u>	<u>\$418,987</u>	<u>\$149,013</u>	<u>55.20</u>
	*****	*****	*****	*****	*****	*****	*****

The Council has a Biennial Assembly every two years. Because of these costs it is difficult to compare and relate year over year variances. In order to present a fair comparison, it was necessary to eliminate the Biennial Assembly expenditures. Exhibit 3, page 2 compares expenditures excluding the Biennial Assembly expenditures for 1986 of \$53,751 and for 1988 of \$50,757.

Exhibit 3
Page 2

EXPENDITURE	1986	1987			1988		
	ACTUAL	ACTUAL	VARIANCE FROM 1986	PERCENT VARIANCE	ACTUAL	VARIANCE FROM 1987	PERCENT VARIANCE
Advertising and exhibits	\$ 7,675	\$ 3,892	\$ (3,783)	-49.29	\$ 2,159	\$ (1,733)	-44.53
Equipment, furniture and maintenance	7,755	14,653	6,898	3. 88.95	9,821	(4,832)	-32.98
Health and post secondary education tax levy	2,247	1,983	(264)	-11.75	4,287	2,304	116.19
Miscellaneous	1,681	2,156	475	28.26	2,940	784	36.36
Per diem	27,780	22,683	(5,097)	-18.35	28,523	5,840	D. 25.75
Printing	9,199	19,325	10,126	2. 110.00	23,945	4,620	B. 23.91
Professional fees	7,991	6,135	(1,856)	-23.23	5,488	(655)	-10.68
Publications and education	5,712	9,810	4,098	5. 71.74	12,541	2,731	27.84
Rent and meeting rooms	19,332	21,777	2,445	12.65	34,231	12,454	C. 57.19
Research projects and needs assessment	-	-	-	-	21,829	21,829	B. -
Salaries	83,441	121,168	37,719	1. 45.20	166,998	45,830	A. 37.83
Stationery	3,926	3,488	(438)	-11.16	5,916	2,428	69.61
Telephone, postage and courier	5,148	7,826	1,878	36.48	18,915	3,889	G. 55.35
Translation services	1,933	1,785	(148)	-7.66	-	(1,785)	-100.00
Travel, accommodation and meals	29,388	34,181	4,793	4. 16.35	38,645	4,544	F. 13.33
	\$213,128	\$269,974	\$ 56,846	26.67	\$368,238	\$ 98,256	36.39

Administrative Expenditure Variance Analysis Between 1986 and 1987

The administrative expenditures, excluding the Biennial Assembly, increased by \$56,846 from \$213,128 for the year ended March 31, 1986 to \$269,974 for the year ended March 31, 1987. The reasons for this increase are as follows:

1. Salaries increased due to the hiring of two additional staff, Community Resources Officer and Program Officer, and a summer student. There was also a general salary increase.	\$ 37,719
2. There was an increase in printing due mainly to a new application form being printed, the purchase of a new supply of letterhead and envelopes and the printing of a new pamphlet-Sharing Our Heritage.	10,126
3. Equipment, furniture and maintenance increased due mainly to the purchase of new word processing equipment.	6,898
4. There was an increase in travel, accommodation and meals resulting from increased participation in meetings and staff travel.	4,793
5. Publications and education increased due mainly to increased professional development.	4,098
6. Other miscellaneous variances.	(6,788)
TOTAL INCREASE	\$ 56,846 =====

Administrative Expenditure Variance Analysis Between 1987 and 1988

The administrative expenditures, excluding the Biennial Assembly, increased by \$98,256 from \$269,974 for the year ended March 31, 1987 to \$368,230 for the year ended March 31, 1988. The reasons for this increase are as follows:

A. Salaries increased mainly due to the hiring of one additional staff, a receptionist, and the costs of two other staff hired in 1987 being paid for the full year.	\$ 45,838
B. Special projects were initiated in the year. These projects relate to the preparation of communities to respond to the task force on multiculturalism and the lotteries needs assessment review. The costs mainly were for Executive Committee travel and per diems to consult with communities, the hiring a term person to develop documentation and the purchase of a microcomputer.	21,829
C. There was an increase in rent and meeting rooms mainly due to the renegotiation of MIC's office lease because of increased office space, together with an increase in the base rent.	12,454
D. There was an increase in per diems due to increased payments to Executive Committee members of \$9,207. This was the result of an increase in the number of meetings of the Executive Committee and its sub-committees. This is offset to some extent by a decrease in per diems to general Council members.	5,840
E. Printing increased due mainly to the sharing of the costs of a brochure with the Folk Arts Council of Winnipeg. The brochure related to the multicultural centre planned for the CN East Yards. Also, business cards were purchased for the Council members and staff.	4,620
F. There was an increase in travel, accommodation and meals due mainly to an increase in Executive Committee travel of \$13,488. Executive Committee travel increased because there was an increase in conferences attended, the planning session held in Brandon and an increase in meetings. This is offset by a decrease in general Council members travel. The travel decreased because two Council meetings in 1987/88 were on the same weekend as compared to the two meetings being on different weekends in 1986/87.	4,544
G. Telephone, postage and courier increased because of an increase in watts line charges, an increase in the base rent of telephones and increased use of courier service.	3,889
H. Other miscellaneous variances.	(758)
TOTAL INCREASE	\$ 98,256 =====

MANITOBA INTERCULTURAL COUNCIL

CRITERIA FOR THE ETHNOCULTURAL COMMUNITY SUPPORT FUND

I. GENERAL

The Ethnocultural Community Support Fund is established from revenues made available by Manitoba Lotteries and is administered by the Community Resources Allocation Committee of the Manitoba Intercultural Council. These funds should be considered as funds generated by the organization, not as grants from a government agency.

The Ethnocultural Community Support Fund is administered by the Community Resources Allocation Committee, a Committee of the Manitoba Intercultural Council, whose decision on all applications is final and binding. Funds are provided to successful applicants by the awarding of bingo events in Manitoba Lotteries-operated bingo halls, by the awarding of shares in the Multicultural Casino, by a cash award or by a combination of the above.

It is not the intent of the program to duplicate the assistance provided by government and private sector funders. The amount of support will be based on the availability of funds, the need of the applicant, and the ability of the applicant to make effective use of the funds available. Allocations may be approved at a level lower than that requested or approval may be given for only a specific part of the request.

All activities by an eligible organization, subject to the exclusions noted, which are of benefit to the organization, to the ethnocultural community or to a wider community will be considered for support. Social events, fund-raising events and support of fund-raising organizations for activities other than the organization's own operations are not eligible for support from the Ethnocultural Community Support Fund.

Eligible organizations may apply for operational funding, special projects or capital projects.

Priority will be given to:

- a) Manitoba-based activities of an intercultural nature;
- b) Upgrading of technical, administrative and management skills of volunteers, members and staff;
- c) Community and organization development strategies.

Particular consideration will be given to organizations 75 kilometers or more from Winnipeg.

All allocations are on a one-time basis with no guarantee of similar funding in any future year or years.

The Community Resources Allocation Committee will normally provide up to 50% of the eligible budget submitted.

II. ELIGIBILITY

A) In order to apply to the Ethnocultural Community Support Fund, an organization must:

1. be a non-profit community-based ethnocultural organization, or a non-profit organization composed of and serving two or more ethnocultural groups;
2. be incorporated under provincial or federal laws if the annual operating budget exceeds \$40,000.00;
3. have been in existence at least one year;
4. have a constitution, by-laws or articles of incorporation clearly defining the nature, objectives and tasks of the organization;
5. be directed by a duly constituted board of directors or Executive, which assumes accountability to the membership, meets at least four times a year, and serves without remuneration;
6. have a plan of organization, develop an annual budget and operate on a sound financial basis, maintain an adequate system of records and reports, and publish an annual audited or certified financial report.

B) Member organizations of the Manitoba Intercultural Council are eligible to apply provided they meet the above criteria.

C) Exclusions

1. Unless one is the only organization of an ethnocultural population group in Manitoba, the following organizations are not eligible to apply to the Ethnocultural Community Support Fund:

- a) Religious institutions (such as churches, synagogues, temples, etc.);
- b) National organizations;
- c) Organizations whose guiding objectives are political/ideological.

2. Under no circumstances will the following organizations be eligible to apply to the Ethnocultural Community Support Fund:

- a) National organizations headquartered in Manitoba which are composed of and serve several specific ethnocultural population groups/organizations, or specific interest organizations from those population groups;
- b) Committees or sub-committees of organizations;
- c) Federal departments and Crown agencies;
- d) Provincial departments and Crown agencies.

D) Exemption from the above criteria will be considered for the establishment of organizations for new ethnocultural communities, or for new organizations composed of and serving two or more ethnocultural communities.

III. APPLICATION PROCEDURES

- A) An application must be made on the appropriate form provided by the Manitoba Intercultural Council and must be complete in all respects.
- B) The application must be approved by the executive of the applicant organization and signed by the President and Secretary or Treasurer.
- C) An applicant must submit with the application form:
 - 1. a report of the previous year's activities;
 - 2. the latest available audited or certified true financial statement;
 - 3. a statement of plans for the current year, if applying for operational or capital funding;
 - 4. a copy of the constitution or by-laws if not provided previously and a copy of the organization's incorporation papers;
 - 5. a copy of the annual budget for the fiscal year in progress, if applying for operational or capital funding.
- D) The application must include a detailed description of the purpose for which funds are being requested.
- E) Organizations should limit funding requests to one operational and/or one project application in the same fiscal year.

IV. ACCOUNTABILITY

A) General

- 1. Successful applicants must agree to cooperate and to permit an evaluation and audit of the organization if the Manitoba Intercultural Council or Manitoba Lotteries deems such necessary.
- 2. Publicity and promotional material for activities supported by the Ethnocultural Community Support Fund must include a credit line for the Manitoba Intercultural Council.

B) Special Projects

- 1. A special project is an activity of a non-recurring nature. Ongoing activities and/or annual events should be funded under an organization's operations.

2. Applicants must submit a detailed description of the project indicating its objectives, time frame and budget. Letters of endorsement from participating organizations, if more than one organization is involved, should be submitted.
3. Up to 75% of the allocation award may be disbursed in advance of the event. The balance of the allocation will be disbursed following receipt of an audited or certified true financial statement and a satisfactory evaluation report for the event. Allocations may be adjusted based on actual expenditures. If evaluation reports and financial statements are not received within 60 days of the completion of the project, the balance of the allocation may be forfeited.
4. Applications for assistance must be received prior to the start of the activity.

C) Operational Funding

1. Up to 75% of the allocation award may be disbursed in advance. The balance of the allocation will be disbursed upon receipt of the next semi-annual financial statements and an evaluation indicating that the funds are being put to the use approved.
2. If financial statements and an evaluation are not received within 60 days of the normal date for the semi-annual financial statements, the balance of the allocation may be forfeited.
3. The annual report of the organization for the fiscal year in which an allocation was made must be filed with the Manitoba Intercultural Council.

D) Capital Projects

1. Eligible organizations may apply for and be allocated funds for the purchase of materials, for the renovation of a facility, or the purchase or construction of a facility.
2. Applicants requesting assistance for the purchase of materials must clearly describe the nature of the materials, the purposes to which they will be put, and must submit at least two competitive quotes where possible.
3. Applicants requesting assistance for the renovation of a facility must submit estimates from at least two contractors, copies of all titles and/or mortgage agreements, and evidence of the organization's ability to complete the project.

4. Applicants requesting assistance for the purchase of a facility must submit a copy of the legal description of the property and a copy of the signed agreement to purchase.
5. Applicants requesting assistance for the construction of a facility must submit a copy of the legal description of the property and estimates from at least two contractors.
6. Up to 75% of the allocation for capital projects may be disbursed in advance.
7. The balance of all allocations will be disbursed on the basis of a cash flow statement provided by the applicant and upon receipt of satisfactory evidence that the organization has already expended an amount equal to the total allocation. Such cash flow and evidence of expenditures must be received within 6 months of notification of the allocation. Failure to comply with this condition may result in termination of the allocation, in which event the organization must refund to the Ethnocultural Community Support Fund all moneys previously disbursed.

V. DEADLINES

The final dates for receipt of applications to the Ethnocultural Community Support Fund will be April 30; August 31 and December 31.

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Abinochi Zhawayakozhiwin Inc.	80				\$ 10,000.00	\$ 10,000.00	.28%
African Assoc. of Manitoba Inc.	140		\$ 15,000.00	\$ 12,000.00	\$ 15,000.00	\$ 42,000.00	1.10%
Afro-Caribbean Assoc. of Manitoba Inc.	206		\$ 10,000.00	\$ 7,500.00	\$ 10,500.00	\$ 28,000.00	1.01%
Afro-Caribbean Cultural Assoc. of the North	50			\$ 1,000.00		\$ 1,000.00	.03%
Alliance Francoise du Manitoba	200		\$ 3,600.00	\$ 2,000.00	\$ 6,800.00	\$ 12,400.00	.35%
Alpha Omega Women's Alumnae	125			\$ 4,000.00		\$ 4,000.00	.11%
Andelucia Dancers Inc.	16	\$ 1,500.00	\$ 3,000.00	\$ 7,000.00	\$ 2,500.00	\$ 14,000.00	.39%
Araucaria Cultural Centre	97			\$ 4,000.00		\$ 4,000.00	.11%
Asian Community & Resource Centre		\$ 5,000.00				\$ 5,000.00	.14%
Assiniboine Junior Singers	8						
Association Culturelle Franco-Manitobaine	15 org.			9,000.00	\$ 1,800.00	\$ 1,800.00	.05%
Association of Caribbean Nurses Inc.	22				\$ 1,000.00	\$ 1,000.00	.03%
Association of Pakistani Canadians	300	\$ 7,500.00			\$ 750.00	\$ 8,250.00	.23%
Association of United Ukrainian Canadians	700	\$ 15,000.00				\$ 15,000.00	.42%
Barbados Association of Winnipeg	80				\$ 4,000.00	\$ 4,000.00	.11%
Benito Vesceili Dance Club Inc.	15		\$ 900.00			\$ 900.00	.01%
Bichitra Bengali Assoc. of Manitoba Inc.	115	\$ 2,000.00	\$ 2,200.00	\$ 2,200.00		\$ 6,400.00	.18%
Black Creative Writers Assoc. of Winnipeg	22			\$ 3,000.00	\$ 2,100.00	\$ 5,100.00	.14%
Black-O-Rama Cultural Association Inc.	75		\$ 18,000.00	\$ 5,000.00		\$ 23,000.00	.64%
B'Mai Brith Women of Winnipeg	355			\$ 10,500.00	\$ 10,500.00	\$ 21,000.00	.59%
Brandon Ukrainian Cultural Centre	57				\$ 1,000.00	\$ 1,000.00	.03%
Brandon's Own Troyanda Ukrainian Dancers	59				\$ 2,600.00	\$ 2,600.00	.07%
British Club of Winnipeg	160	\$ 6,000.00				\$ 6,000.00	.17%
Caledonian Dancers (Thompson - Junior)	52				\$ 2,300.00	\$ 2,300.00	.06%
Cambodian Association of Manitoba Inc.	280		\$ 3,000.00			\$ 3,000.00	.08%
Camp Massad of Manitoba	300						
Canada India Friendship Association	60			\$ 3,000.00	\$ 4,000.00	\$ 7,000.00	.20%
					\$ 3,500.00	\$ 3,500.00	.10%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by NIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Canada's National Ukrainian Festival Inc.	105		\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 9,000.00	.25%
Canadian Czechoslovak Benevolent Association	240			\$ 7,500.00		\$ 7,500.00	.21%
Canadian Hispanic Congress of Manitoba	190		\$ 1,500.00	\$ 3,000.00	\$ 2,000.00	\$ 6,500.00	.19%
Canadian Parents for French (Brandon Chapter)	63				\$ 8,000.00	\$ 8,000.00	.22%
Canadian Parents for French (Manitoba)	500		\$ 2,250.00	\$ 2,500.00	\$ 5,000.00	\$ 9,750.00	.27%
Canadian Polish Congress (Manitoba Division)	8 org.			\$ 6,000.00	\$ 15,000.00	\$ 21,000.00	.59%
Canadian Slovak League	56	\$ 720.00		\$ 3,600.00		\$ 4,320.00	.12%
Canadian Ukrainian Committee of East Interlake	182			\$ 4,750.00		\$ 4,750.00	.13%
Canadian Ukrn. Youth Assoc. (MB Prov. Council)	100			\$ 2,500.00		\$ 2,500.00	.07%
C.A.M.F. Centre for Native Youth Inc.	111	\$ 6,000.00			\$ 4,000.00	\$ 10,000.00	.27%
Caribbean Canadian Association of Winnipeg Inc.	150	\$ 22,000.00	\$ 20,000.00		\$ 10,000.00	\$ 52,000.00	1.46%
Caripeg Cultural Organization Manitoba Inc.	500			\$ 10,000.00	\$ 12,000.00	\$ 22,000.00	.62%
Centre Culturel Cooperatif de Ste-Anne Inc.	400		\$ 10,000.00	\$ 17,500.00	\$ 17,000.00	\$ 64,500.00	1.81%
Centre Culturel Franco-Manitobain		\$ 15,700.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 75,700.00	2.12%
Chaika Dance Group	45	\$ 2,000.00				\$ 2,000.00	.06%
C.H.I.L.E. Inc.					\$ 5,000.00	\$ 5,000.00	.14%
Chile Information Centre Inc.	110		\$ 10,000.00		\$ 13,500.00	\$ 23,500.00	.66%
Chile Lucha Y Canta Inc.	69			\$ 8,000.00		\$ 8,000.00	.22%
Chinese Canadian National Council (Wpg.)	50		\$ 3,000.00			\$ 3,000.00	.08%
Chinese Folk Dance of Manitoba Inc.	98				\$ 12,000.00	\$ 12,000.00	.33%
Chinese Historical & Cultural Museum	55			\$ 2,500.00		\$ 2,500.00	.07%
Chinese New Year Celebration Committee ('86)	18		\$ 4,700.00	\$ 750.00		\$ 5,450.00	.15%
Churale des Interculturelles	40			\$ 6,000.00		\$ 6,000.00	.16%
Citizenship Council of Manitoba Inc.	160		\$ 15,000.00			\$ 15,000.00	.98%
Club d'Age d'Or Notre Dame Inc.	90	\$ 4,500.00				\$ 4,500.00	.13%
Comite Culturel de La Broquette	600		\$ 3,300.00	\$ 2,500.00	\$ 3,300.00	\$ 9,100.00	.25%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Comite Culturel de La Riviere aux Rats		\$ 250.00				\$ 250.00	.01%
Comite Culturel de Notre Dame de Lourdes	50		\$ 4,000.00	\$ 8,000.00	\$ 10,000.00	\$ 22,000.00	.062%
Comite Culturel de Somerset	250	\$ 12,000.00			\$ 6,500.00	\$ 18,500.00	.52%
Comite Culturel de St. Jean Baptiste	000		\$ 1,500.00	\$ 1,500.00		\$ 3,000.00	.08%
Committee for Promotion of Steel Band Music	11 org.				\$ 7,500.00	\$ 7,500.00	.21%
Committee on Promo. of Black Cult. Activities	20			\$ 3,500.00	\$ 3,500.00	\$ 7,000.00	.20%
Congress of Black Women of Canada (Manitoba)	50		\$ 3,000.00	\$ 4,000.00		\$ 7,000.00	.20%
Conseil Jeunesse Provincial Inc.	4,000	\$ 20,000.00	\$ 15,000.00		\$ 10,000.00	\$ 45,000.00	1.26%
Croatian Folk Dance Ensemble	700			\$ 15,000.00		\$ 15,000.00	.42%
Croatian School	1,500		\$ 4,500.00		\$ 2,000.00	\$ 2,000.00	.06%
Crystal Spring Colony			\$ 4,500.00			\$ 4,500.00	.13%
Cyriot Association of Manitoba	52	\$ 2,000.00				\$ 2,000.00	.06%
Dante Alighieri Cultural Society Inc.	60		\$ 10,000.00	\$ 10,000.00	\$ 12,250.00	\$ 32,250.00	.90%
Dauphin Friendship Centre	300			\$ 1,000.00	\$ 3,500.00	\$ 4,500.00	.13%
Dolyna Dancers Inc.	55		\$ 1,460.00	\$ 2,500.00		\$ 3,960.00	.11%
Dutch Canadian Society of Manitoba Inc.	400	\$ 3,000.00	\$ 1,270.00			\$ 4,270.00	.12%
Elevenwise Schoolchildren Inc.	24			\$ 4,000.00		\$ 4,000.00	.11%
Esjean Arbory Chapter of Icelandic National	200		\$ 2,200.00			\$ 2,200.00	.06%
Eritrean Community in Winnipeg Inc.	262		\$ 1,500.00	\$ 8,000.00	\$ 10,000.00	\$ 19,500.00	.55%
Ethiopian Society of Winnipeg Inc.	43				\$ 5,000.00	\$ 5,000.00	.14%
Federation Provinciale des Comites de Parents	120			\$ 4,000.00		\$ 4,000.00	.11%
Festival of Nations Association	5,000		\$ 2,000.00	\$ 3,000.00		\$ 5,000.00	.14%
Filipino Sports Federation of Manitoba	24				\$ 10,000.00	\$ 10,000.00	.28%
Popular Association of Winnipeg Inc.	200	\$ 5,000.00				\$ 5,000.00	.14%
Francophone Inc.	113	\$ 7,375.00		\$ 7,000.00		\$ 14,375.00	.40%
Fratellanza Antese Inc.	11	\$ 5,000.00				\$ 5,000.00	.14%
Fratellanza Antese Inc.	132	\$ 2,500.00				\$ 2,500.00	.07%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987	1988	1989	TOTAL	PERCENTAGE
Free Vietnamese Reception of Manitoba	450		\$ 10,000.00				\$ 10,000.00	.28%
Gardie les Petits Ais Daycare Inc.	75			\$ 500.00			\$ 500.00	.01%
German Canadian Congress (Manitoba) Inc.	10,000		\$ 23,000.00	\$ 20,000.00	\$ 25,000.00		\$ 68,000.00	1.90%
German Canadian Cultural Assoc. of MB Inc.	135		\$ 2,800.00				\$ 2,800.00	.08%
German Choir of Winnipeg	55				\$ 2,500.00		\$ 2,500.00	.07%
Greek Folk Dancers of Manitoba	60			\$ 1,000.00			\$ 1,000.00	.03%
Greek Professional Assoc. of Manitoba Inc.	30				\$ 3,000.00		\$ 3,000.00	.08%
Grenadian Association of Manitoba Inc.	130			\$ 1,000.00			\$ 1,000.00	.03%
Guyanese Cultural Organ. of Winnipeg Inc.	160			\$ 7,000.00			\$ 7,000.00	.20%
Harambee Centres Canada (Manitoba Region)	200	\$ 10,000.00		\$ 17,500.00	\$ 23,000.00		\$ 50,500.00	1.41%
Hebrew Sick Benefit Association		\$ 7,200.00					\$ 7,200.00	.20%
Hindi Parandhi of Manitoba Inc.	40	\$ 1,400.00					\$ 1,400.00	.04%
Hindu Society of Manitoba	410			\$ 6,000.00			\$ 6,000.00	.17%
Hinode Taiko Group	15		\$ 5,900.00				\$ 5,900.00	.17%
Hooli Ukrainian Male Folk Ensemble	32			\$ 13,000.00			\$ 13,000.00	.36%
Hungarian Can. Cultural Society of Manitoba	300	\$ 4,500.00	\$ 4,500.00		\$ 3,000.00		\$ 12,000.00	.33%
Hutterian Education Committee	88		\$ 25,000.00				\$ 25,000.00	.70%
Icelandic Canadian Fron	126		\$ 2,500.00				\$ 2,500.00	.07%
Icelandic Festival of Manitoba	60			\$ 8,000.00			\$ 8,000.00	.22%
Icelandic Language & Cultural Camp		\$ 2,500.00	\$ 1,500.00	\$ 750.00	\$ 850.00		\$ 5,600.00	.16%
Icelandic National League (Gimli Chapter)	100		\$ 4,000.00	\$ 1,700.00			\$ 5,700.00	.16%
Immigrant Women's Assoc. of Manitoba Inc.	200		\$ 7,000.00	\$ 15,000.00	\$ 17,000.00		\$ 39,000.00	1.09%
Independent Order of English Mechanics	165		\$ 9,500.00				\$ 9,500.00	.27%
India School of Dance, Music & Theatre Inc.	140	\$ 4,000.00	\$ 6,000.00	\$ 8,000.00			\$ 18,000.00	.50%
Indian Crafts and Arts Manitoba Inc.	505	\$ 1,400.00			\$ 2,000.00		\$ 3,400.00	.10%
Indian Cultural Education Program - W.M.T.C.	4,500			\$ 10,000.00	\$ 10,000.00		\$ 20,000.00	.56%
Indian and Metis Friendship Centre of Winnipeg		\$ 5,000.00	\$ 7,500.00				\$ 12,500.00	.35%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Indian Educ. Gen. Assembly Plan. Committee	75			\$ 5,000.00	\$ 11,000.00	\$ 16,000.00	.45%
Indigenous Women's Collective of Manitoba Inc.	387			\$ 4,000.00	\$ 9,000.00	\$ 13,000.00	.36%
Indo Canadian School of Heritage Language	150			\$ 800.00		\$ 800.00	.02%
Indo-Caribbean Cultural Association Inc.	240			\$ 3,000.00	\$ 3,000.00	\$ 6,000.00	.17%
Indochina Chinese Association of Manitoba Inc.	720	\$ 21,000.00	\$ 6,000.00	\$ 6,000.00	\$ 7,600.00	\$ 40,600.00	1.14%
Irene Walrth Relief of Highland Burial Inc.	84				\$ 7,500.00	\$ 7,500.00	.21%
Irish Association of Manitoba Inc.	400	\$ 10,000.00	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00	\$ 110,000.00	3.08%
Irish Tavern Singers	14			\$ 2,000.00		\$ 2,000.00	.06%
Italian Bari Club		\$ 4,000.00				\$ 4,000.00	.11%
Italian-Canadian League of Manitoba Inc.	600	\$ 11,000.00	\$ 5,000.00	\$ 15,000.00	\$ 19,000.00	\$ 50,000.00	1.40%
Italian Youth Association	40				\$ 4,000.00	\$ 4,000.00	.11%
Jamaican Association of Manitoba Inc.	140	\$ 3,500.00	\$ 10,000.00	\$ 4,000.00		\$ 17,500.00	.49%
Jewish Educational Publishers of Canada Inc.	55	\$ 6,500.00				\$ 6,500.00	.18%
Jewish Historical Society of Western Canada	300	\$ 9,000.00				\$ 9,000.00	.25%
John Paul II Polish Mixed Choir	50		\$ 2,000.00	\$ 1,500.00		\$ 3,500.00	.10%
Joint Confucius Birthday Celebration	16 org.		\$ 2,000.00			\$ 2,000.00	.06%
Keseeekooenenin Band	252			\$ 5,000.00		\$ 5,000.00	.14%
Khalsa Diwan Society of Manitoba Inc.	120	\$ 5,000.00				\$ 5,000.00	.14%
Korean Association of Manitoba	800			\$ 1,400.00		\$ 1,400.00	.04%
Leo Association of Manitoba Inc.	250	\$ 4,500.00			\$ 1,400.00	\$ 6,000.00	.27%
Leo Women's Club of Manitoba	60	\$ 2,500.00		\$ 1,900.00		\$ 4,400.00	.12%
Latin American Solidarity Front Inc.	101			\$ 2,500.00		\$ 2,500.00	.07%
Latin American Students Association	100	\$ 6,000.00				\$ 6,000.00	.17%
Le 100 Nons Inc.	400	\$ 5,000.00		\$ 5,000.00		\$ 10,000.00	.28%
Liaison Comm. for Caribbean Organizations	14 org.		\$ 2,500.00	\$ 2,000.00	\$ 17,500.00	\$ 22,000.00	.62%
Lord Selkirk Boy Scout Pipe Band	37				\$ 4,600.00	\$ 4,600.00	.13%
Ma Nawi Wi Chi Itata Centre Inc.	212			\$ 8,700.00		\$ 8,700.00	.24%

Exhibit 5
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GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Ma Mo We Tak Friendship Centre Inc.			\$ 40,000.00	\$ 1,000.00	\$ 1,000.00	\$ 42,000.00	1.7%
MB Academy of Chinese Studies	70	\$ 500.00	\$ 10,000.00	\$ 9,000.00	\$ 12,000.00	\$ 32,400.00	.9%
MB Assoc. for Bilingual Education			\$ 7,000.00	\$ 5,000.00		\$ 12,000.00	.3%
MB Assoc. for Native Languages	300			\$ 6,000.00	\$ 8,500.00	\$ 14,500.00	.4%
MB Assoc for Promo Ancestral Languages	50	\$ 10,000.00	\$ 20,750.00	\$ 15,000.00	\$ 21,500.00	\$ 67,250.00	1.8%
MB Assoc. for Rights & Liberties	500	\$ 12,000.00	\$ 30,000.00	\$ 25,000.00	\$ 30,000.00	\$ 97,000.00	2.7%
MB Assoc. of Filipino Teachers Inc.	50	\$ 7,000.00		\$ 7,000.00		\$ 14,000.00	.3%
MB Chinese Cultural Association Inc	28			\$ 2,000.00		\$ 2,000.00	.06%
MB Chinese Dramatic Society	200			\$ 3,500.00		\$ 3,500.00	.10%
MB Ethnocultural Youth Committee	70		\$ 10,500.00	\$ 10,350.00		\$ 20,850.00	.58%
MB Highland Dancers Association	250	\$ 10,000.00		\$ 8,000.00		\$ 18,000.00	.50%
MB Hindu Dharmik Sabha Inc.		\$ 5,000.00				\$ 5,000.00	.14%
MB Islamic Association	450			\$ 5,000.00		\$ 5,000.00	.14%
MB Japanese Canadian Cultural Centre	100			\$ 19,000.00		\$ 19,000.00	.5%
MB Language Service Assoc. Inc.	600			\$ 1,500.00		\$ 1,500.00	.04%
MB Leo-Canadian Educ. & Cult. Centre	123			\$ 5,000.00	\$ 5,000.00	\$ 10,000.00	.28%
MB Latin America Association Inc.	72			\$ 1,000.00		\$ 1,000.00	.03%
MB Netis Federation Inc.	9,999*			\$ 650.00	\$ 1,000.00	\$ 1,650.00	.05%
MB Multicultural Museums Committee	4	\$ 2,500.00	\$ 7,000.00			\$ 9,500.00	.27%
Multicultural Resources Centre Inc.	73	\$ 20,000.00	\$ 18,000.00	\$ 43,000.00		\$ 81,000.00	2.27%
MB Multicultural Theatre Assoc. Inc.	15 or 4.		\$ 4,500.00	\$ 12,000.00		\$ 16,500.00	.46%
MB Parents for German Education	9,000			\$ 15,000.00	\$ 18,000.00	\$ 33,000.00	.92%
MB Parents for Ukrainian Education	1,900	\$ 7,000.00	\$ 22,000.00	\$ 18,000.00		\$ 47,000.00	1.32%
MB Ukrainian Arts Council	220			\$ 5,000.00	\$ 18,500.00	\$ 23,500.00	.66%
MB Ukrainian Cdn. Youth Action Group	60			\$ 2,000.00		\$ 2,000.00	.06%
Marana Dancers	20			\$ 450.00		\$ 450.00	.01%
Max Reinhardt Theatre Canada Inc.	160		\$ 9,000.00	\$ 26,000.00	\$ 10,000.00	\$ 44,000.00	1.2%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Moose Lake Spiritual Society Inc.	900				\$ 9,000.00	\$ 9,000.00	.25%
Nat Assoc. of Canadians of Origins India	835			\$ 2,400.00		\$ 2,400.00	.07%
Nigerian Association of Manitoba Inc.	231			\$ 3,000.00		\$ 3,000.00	.08%
O. Koshetz Choir	100		\$ 12,580.00	\$ 25,000.00		\$ 37,580.00	1.05%
Ojibway Language Program	32			\$ 5,000.00		\$ 5,000.00	.14%
Order of AHEPA Chapter CJB Inc.	82			\$ 2,000.00		\$ 2,000.00	.06%
Orlan Ukrainian Folk Ensemble	120	\$ 7,000.00	\$ 12,000.00	\$ 2,000.00	\$ 15,000.00	\$ 36,000.00	1.01%
Our A. Women's Society Inc.	200			\$ 1,000.00		\$ 1,000.00	.20%
Our Lady of Lourdes Slovenian School	250			\$ 1,500.00		\$ 1,500.00	.04%
Padam Bhartiya Cultural Club	70		\$ 2,500.00		\$ 3,000.00	\$ 5,500.00	.15%
Philippine Association of Manitoba Inc.	1,500	\$ 15,000.00		\$ 27,500.00	\$ 20,000.00	\$ 62,500.00	1.75%
Plant Ukrainian Youth Assoc. of Manitoba	210		\$ 10,000.00			\$ 10,000.00	.28%
Polish Arts Guild "Zacheta"	16			\$ 2,400.00		\$ 2,400.00	.07%
Polish Gymnastic Association "Sokol"	200			\$ 700.00		\$ 700.00	.02%
Polish Immigrants' Theatre - Polonaise	5				\$ 1,750.00	\$ 1,750.00	.05%
Polonia Cultural Centre Inc.				\$ 7,000.00		\$ 7,000.00	.20%
Poplar River Handicrafts	11		\$ 500.00			\$ 500.00	.01%
Portuguese Assoc. of Manitoba Inc.	550	\$ 30,000.00		\$ 15,000.00		\$ 45,000.00	1.26%
Punjabi Literary & Cultural Association	18			\$ 300.00		\$ 300.00	.01%
Queen Victoria Temple No. 456	35				\$ 1,300.00	\$ 1,300.00	.04%
Ralph Brown Ukrainian Bilingual Parents Comm.	150		\$ 9,275.00			\$ 9,275.00	.26%
Reneau	50			\$ 1,000.00		\$ 1,000.00	.01%
Rince Na Gaelige Manitoba Inc.	150		\$ 8,000.00	\$ 8,000.00	\$ 7,000.00	\$ 23,000.00	.64%
River East Sadochok	60			\$ 1,000.00		\$ 1,000.00	.03%
Royal Canadian Legion Branch No. 1	22				\$ 4,500.00	\$ 4,500.00	.13%
Rusalka Ukrainian Dance Ensemble	50		\$ 40,000.00	\$ 7,500.00		\$ 47,500.00	1.31%
Sadok Veselka Inc.			\$ 2,500.00			\$ 2,500.00	.07%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Salvadorean-Canadian Cultural Centre	200		\$ 11,000.00		\$ 15,000.00	\$ 26,000.00	.73%
Scandinavian Canadian Choir	2%				\$ 5,000.00	\$ 5,000.00	.14%
Scandinavian Cultural Centre	500	\$ 20,000.00		\$ 22,000.00		\$ 42,000.00	1.20%
School of Celtic Studies Inc.	60		\$ 2,900.00	\$ 7,000.00	\$ 7,000.00	\$ 16,900.00	.47%
Second Generation Group of Wpg.	175			\$ 20,000.00		\$ 20,000.00	.56%
Selkirk Highland Gathering Inc.	70		\$ 5,000.00	\$ 6,000.00	\$ 6,000.00	\$ 17,000.00	.47%
Selo Ukrainians - Ukrainian Folk Arts Centre	100		\$ 25,000.00			\$ 25,000.00	.70%
Shoal Lake Shuka Dance Club	32				\$ 1,600.00	\$ 1,600.00	.04%
Sierra Leone Nationals Assoc. of MB	25		\$ 1,500.00			\$ 1,500.00	.04%
Sikh Society of Manitoba Inc.	1,000			\$ 1,500.00	\$ 2,000.00	\$ 3,500.00	.10%
Sikh Society of Western Manitoba	16			\$ 2,000.00		\$ 2,000.00	.06%
Singh Sabha of Winnipeg Inc.	500				\$ 2,600.00	\$ 2,600.00	.08%
Sioux Valley Days	25			\$ 1,800.00		\$ 1,800.00	.05%
Sistren Organizing Coalition	20			\$ 1,500.00		\$ 1,500.00	.04%
Slovenian Folk Arts Assoc. of MB	70				\$ 5,000.00	\$ 5,000.00	.14%
Slovene Fraternal Association			\$ 10,000.00			\$ 10,000.00	.44%
Societe Historique de Lourdes Inc.	90				\$ 5,000.00	\$ 5,000.00	.14%
Societe St. Jean Baptiste Inc.	300			\$ 2,000.00		\$ 2,000.00	.06%
Society for the Advancement of Native Studies	15		\$ 5,000.00		\$ 3,300.00	\$ 8,300.00	.23%
Sokol Polish Folk Ensemble	70	\$ 10,500.00	\$ 6,500.00		\$ 2,500.00	\$ 19,500.00	.55%
Sokol School of Folk Dance	40				\$ 750.00	\$ 750.00	.02%
South East Asian Refugee Community Org. of MB	500		\$ 5,000.00			\$ 5,000.00	.14%
Southeast Resource Development Council Corp.					\$ 5,000.00	\$ 5,000.00	.14%
South Winnipeg Kinderschule	30			\$ 1,650.00		\$ 1,650.00	.05%
St. Vincent & Grenadines Assoc. of Wpg.	275	\$ 6,400.00	\$ 4,500.00	\$ 4,000.00	\$ 6,000.00	\$ 20,900.00	.59%
St. Vladimir's Cultural Ensemble	50				\$ 950.00	\$ 950.00	.03%
Summer School of Scottish Arts Inc.	100		\$ 15,000.00	\$ 12,000.00		\$ 27,000.00	.76%

Exhibit 5
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GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985	1986	1987	1988	1989	TOTAL	PERCENTAGE
Sean Lake Reserve Cultural Committee	10				\$ 10,000.00		\$ 10,000.00	.28%
Tara Players - Irish Assoc. of MB	30					\$ 5,000.00	\$ 5,000.00	.14%
Teulon Ukrainian Dance Club	66		\$ 10,000.00			\$ 2,500.00	\$ 12,500.00	.35%
The Pax Friendship Centre Inc.	300		\$ 1,200.00			\$ 1,300.00	\$ 2,500.00	.07%
Theatre de la Prairie	50				\$ 7,500.00		\$ 7,500.00	.21%
Thompson Citizenship Council Inc.	191				\$ 15,000.00	\$ 10,000.00	\$ 25,000.00	.70%
Thunder Bear Singar and Dancers Inc.	50				\$ 2,500.00	\$ 4,000.00	\$ 6,500.00	.18%
Traditional Chinese Orchestra	25	\$ 1,500.00					\$ 1,500.00	.04%
Transcona & Dist Pipers & Drummers Assoc.	120	\$ 7,500.00			\$ 6,000.00		\$ 13,500.00	.55%
Tremblay School of Folk Dancing	120	\$ 2,000.00			\$ 4,000.00		\$ 6,000.00	.17%
Trinidad & Tobago Society of Winnipeg Inc.	245			\$ 7,900.00			\$ 7,900.00	.22%
Troyan Ukrainian Dance Ensemble	26					\$ 12,000.00	\$ 12,000.00	.34%
Typac Anaru Research Centre	76	\$ 6,000.00			\$ 5,000.00	\$ 5,000.00	\$ 16,000.00	.46%
Uganda Association of Manitoba	18		\$ 1,500.00		\$ 1,100.00		\$ 2,600.00	.07%
Ukrainian Cdn. Comm. - MB Prov. Council	2,000				\$ 20,000.00	\$ 25,000.00	\$ 45,000.00	1.26%
Ukrainian Community Arts Council		\$ 10,000.00					\$ 10,000.00	.28%
Ukrainian Community Development Committee	5,000	\$ 10,000.00					\$ 10,000.00	.28%
Ukrainian Cultural & Educational Centre	2,500	\$ 16,000.00			\$ 20,000.00	\$ 35,000.00	\$ 71,000.00	1.99%
Ukrainian Cultural Assoc. of Thompson	10				\$ 3,114.54		\$ 3,114.54	.09%
Ukrainian Cultural Committee of Redlin	38				\$ 3,250.00	\$ 1,500.00	\$ 4,750.00	.13%
Ukrainian Festival Choir of Dauphin	25				\$ 3,250.00		\$ 3,250.00	.09%
Ukrainian Folk Choir (Brandon & Area)						\$ 2,000.00	\$ 2,000.00	.06%
Ukrainian Millennium Choir of MB	175	\$ 1,500.00			\$ 10,000.00		\$ 11,500.00	.32%
Ukrainian Music and Dance School	60					\$ 2,500.00	\$ 2,500.00	.07%
Ukrainian Students' Club - University of MB	175					\$ 3,000.00	\$ 3,000.00	.08%
United Jewish People's Order	75		\$ 2,000.00				\$ 2,000.00	.06%
United Scottish Assoc. of MB	25		\$ 2,000.00			\$ 8,000.00	\$ 10,000.00	.28%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985 - 1986	1986 - 1987	1987 - 1988	1988 - 1989	TOTAL	PERCENTAGE
Univ. of Wpg. Filipino Students Assoc	30			\$ 450.00		\$ 450.00	.01%
Urdu Society of MB Inc.	175			\$ 2,500.00		\$ 2,500.00	.07%
Veselka Dancers of Gilbert Plains	42		\$ 1,400.00	\$ 1,000.00	\$ 1,000.00	\$ 3,400.00	.10%
Veselka Teulon Ukrainian Dance Club	75	\$ 2,500.00				\$ 2,500.00	.07%
Veselli Dancers of Benito & District	36			\$ 1,200.00		\$ 1,200.00	.03%
Village Green Morris Men	18			\$ 1,150.00		\$ 1,150.00	.03%
Virtute Dance and Choral Ensemble	45		\$ 750.00	\$ 1,000.00	\$ 5,000.00	\$ 6,750.00	.19%
West Region Tribal Council Inc.	4,500		\$ 5,000.00	\$ 2,500.00		\$ 7,500.00	.21%
West-Man Multicultural Council	16 org.		\$ 5,000.00		\$ 11,000.00	\$ 16,000.00	.45%
Winnipeg Board of Jewish Education Inc.	5,600	\$ 2,000.00				\$ 2,000.00	.06%
Winnipeg Boys and Girls Clubs Inc.	861		\$ 17,300.00			\$ 17,300.00	.48%
Winnipeg Chilean Association Inc.	400			\$ 10,000.00	\$ 12,000.00	\$ 22,000.00	.62%
Winnipeg Chinese Cultural & Community Centre	250	\$ 50,000.00		\$ 1,000.00	\$ 8,000.00	\$ 74,000.00	2.07%
Winnipeg Council of Treaty and Status Indians	4,000	\$ 25,000.00	\$ 20,000.00	\$ 2,500.00		\$ 47,500.00	1.33%
Winnipeg CYMC Ukrainian Dancers - Rozma	35	\$ 2,000.00	\$ 5,000.00			\$ 7,000.00	.20%
Winnipeg Heather Belle Ladies' Pipe Band	65	\$ 6,500.00		\$ 4,000.00	\$ 4,000.00	\$ 14,500.00	.41%
Winnipeg Irish Association	500			\$ 5,000.00		\$ 5,000.00	.14%
Winnipeg Jewish Community Council	5,000			\$ 25,000.00		\$ 25,000.00	.70%
Winnipeg Jewish Public Library	600				\$ 1,500.00	\$ 1,500.00	.04%
Winnipeg Jewish Theatre Inc.	50			\$ 3,000.00	\$ 15,000.00	\$ 18,000.00	.50%
Winnipeg Monmouth Theatre Society	800	\$ 1,750.00	\$ 8,000.00	\$ 4,000.00	\$ 8,000.00	\$ 21,750.00	.64%
Winnipeg Mardi Gras Association	165	\$ 2,500.00		\$ 4,000.00		\$ 6,500.00	.18%
Winnipeg Steel Orchestra	36				\$ 2,500.00	\$ 2,500.00	.07%
Winnipeg's Tyrse Ukrainian Youth Choir	75				\$ 17,000.00	\$ 17,000.00	.47%
Yalynka Dancers	50	\$ 1,000.00				\$ 1,000.00	.03%
Y.M.H.A. Jewish Community Centre	1,600	\$ 27,000.00	\$ 1,200.00			\$ 28,200.00	.79%
Young Indian Cultural Forum	70			\$ 750.00		\$ 750.00	.02%

GRANT ALLOCATIONS BY ORGANIZATION (prepared by MIC)

ORGANIZATION NAME	MEMBERSHIP	1985	1986	1987	1988	1989	TOTAL	PERCENTAGE
Zebra Revolution Drum Ensemble Inc.	11%	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000	100.00%
TOTAL:		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000	100.00%

Summary of Grant Requests

Grants approved	80	104	177	135	496	78.73
Grants not approved	14	49	48	23	134	21.27
Total grant applications	94	153	225	158	630	100

* 1988-89 totals are only for two of the three rounds of grant allocations in the fiscal year.

Notes:

1. Exhibit 5 provides the grant allocations approved by CRAC. The grants as yet may not be totally disbursed.
2. The total allocations reflected on Exhibit 5 does not agree to MIC's published financial statements. The reason for this is that the totals on Exhibit 5 include the bingo allocations that are disbursed directly from the Manitoba Lotteries Foundation. The bingo allocations are not reflected in MIC's financial statements because they do not flow through MIC.

GROUP	1965-1966	1966-1967	1967-1968	1968-1969	TOTAL DOLLARS	PERCENTAGE OF TOTAL DOLLARS	ORGANIZATIONS OF ALL ORGANIZATIONS (N=518)
Afghan	-	\$ 19,500.00	\$ 28,100.00	\$ 25,000.00	\$ 72,600.00	2.03%	.19%
African	-	-	-	-	-	-	1.74%
Austrian	-	-	-	-	-	-	.19%
Belgian	-	-	-	-	-	-	.19%
Black	\$ 10,000.00	\$ 21,000.00	\$ 40,500.00	-	\$ 71,500.00	2.00%	1.54%
British	\$ 6,000.00	-	\$ 1,150.00	-	\$ 7,150.00	.20%	.19%
Cambodian	\$ 31,950.00	\$ 3,000.00	-	-	\$ 3,000.00	.08%	.19%
Caribbean	\$ 72,400.00	\$ 13,500.00	\$ 13,500.00	\$ 100,900.00	\$ 238,750.00	6.69%	3.67%
Chilean	\$ 10,000.00	\$ 22,000.00	\$ 22,000.00	\$ 30,500.00	\$ 84,500.00	2.35%	.97%
Chinese	\$ 73,000.00	\$ 27,000.00	\$ 19,700.00	\$ 40,500.00	\$ 160,200.00	4.41%	4.81%
Croatian	-	-	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00	.08%	.08%
Czech	\$ 2,000.00	-	\$ 3,500.00	-	\$ 5,500.00	.15%	.19%
Danish	-	-	-	-	-	-	.19%
Dutch	\$ 3,000.00	\$ 1,270.00	-	-	\$ 4,270.00	.12%	.19%
East Indian	\$ 12,500.00	\$ 10,700.00	\$ 20,450.00	\$ 9,500.00	\$ 53,150.00	1.49%	3.67%
Egyptian	-	\$ 2,000.00	-	-	\$ 2,000.00	.06%	.19%
Estonian	-	-	-	-	-	-	.19%
Filipino	\$ 27,000.00	-	\$ 34,950.00	\$ 20,000.00	\$ 81,950.00	2.30%	.19%
Finnish	-	-	-	-	-	-	.19%
Franco-Manitobain	\$ 62,450.00	\$ 105,800.00	\$ 85,100.00	\$ 68,500.00	\$ 321,850.00	9.01%	9.07%
French	\$ 3,400.00	\$ 3,400.00	\$ 2,000.00	\$ 10,100.00	\$ 15,700.00	.44%	.77%
German	\$ 2,500.00	\$ 14,800.00	\$ 73,650.00	\$ 63,500.00	\$ 174,450.00	4.89%	2.42%
Greek	-	-	\$ 3,000.00	\$ 3,000.00	\$ 6,000.00	.17%	1.54%
Hungarian	\$ 4,500.00	\$ 4,500.00	-	\$ 3,000.00	\$ 12,000.00	.34%	.58%
Indo-Indo	-	\$ 20,000.00	-	-	\$ 20,000.00	.58%	.19%
Icelandic	\$ 2,500.00	\$ 0,000.00	\$ 10,450.00	\$ 5,850.00	\$ 26,800.00	.75%	1.16%
Irish	\$ 10,000.00	\$ 50,000.00	\$ 40,000.00	\$ 37,000.00	\$ 145,000.00	4.06%	.97%
Italian	\$ 24,875.00	\$ 15,000.00	\$ 32,000.00	\$ 35,250.00	\$ 107,125.00	3.00%	2.51%
Japanese	-	\$ 5,900.00	\$ 19,000.00	-	\$ 24,900.00	.70%	.58%
Jewish	\$ 51,700.00	\$ 3,200.00	\$ 61,500.00	\$ 31,000.00	\$ 147,400.00	4.13%	4.05%
Korean	-	-	\$ 1,500.00	-	\$ 1,500.00	.04%	.19%
Laotian	\$ 7,000.00	-	\$ 6,900.00	\$ 8,500.00	\$ 22,400.00	.63%	.58%
Lebanese	-	-	-	-	-	-	.58%
Lithuanian	-	-	-	-	-	-	.39%
Memnonite	\$ 1,250.00	\$ 8,000.00	-	-	\$ 9,250.00	.26%	2.32%
Malay	\$ 80,500.00	\$ 6,000.00	-	\$ 1,000.00	\$ 87,500.00	2.41%	.60%
Naiwa	\$ 10,500.00	\$ 10,500.00	\$ 11,000.00	\$ 10,500.00	\$ 42,500.00	1.18%	5.14%
Netherlandic	-	-	-	-	-	-	.19%
Norwegian	-	-	-	-	-	-	.19%
Pakistani	\$ 7,500.00	-	\$ 2,500.00	\$ 750.00	\$ 10,750.00	.30%	.58%
Polish	\$ 10,500.00	\$ 8,500.00	\$ 17,600.00	\$ 20,000.00	\$ 56,600.00	1.59%	2.52%
Portuguese	\$ 30,000.00	-	\$ 15,000.00	-	\$ 45,000.00	1.26%	.39%
Scottish	\$ 24,000.00	\$ 24,900.00	\$ 43,000.00	\$ 49,900.00	\$ 141,800.00	3.97%	4.05%
Serbian	-	-	-	-	-	-	.97%
Sikh	\$ 5,000.00	-	\$ 3,500.00	\$ 4,800.00	\$ 13,300.00	.37%	1.95%
Slovak	\$ 720.00	-	\$ 3,600.00	\$ 4,320.00	\$ 8,640.00	.24%	.19%

GRANT ALLOCATIONS BY COMMUNITY GROUP (prepared by MIC)

Blumenian	\$ 1,500.00	\$ 1,000.00	\$ 1,400.00	\$ 5,000.00	\$ 6,400.00	\$ 100	.100
Spanish	-	-	\$ 7,000.00	\$ 7,500.00	\$ 10,000.00	.500	.500
Swedish	\$ 79,000.00	\$161,875.00	-	-	-	.000	.000
Ukrainian	-	\$ 10,000.00	\$ 156,264.54	\$154,650.00	\$ 551,769.54	15.440	23.550
Vietnamese	-	-	-	-	\$ 10,000.00	.200	.500
Yugoslavian	-	-	-	-	-	-	.190
SUBTOTAL	\$528,945.00	\$729,545.00	\$ 889,615.54	\$823,150.00	\$2,971,254.54	83.000	92.270
Service	\$ 82,100.00	\$181,830.00	\$ 200,700.00	\$134,500.00	\$ 599,130.00	17.000	7.720
TOTAL	\$611,045.00	\$911,375.00	\$1,090,314.54	\$957,650.00	\$3,570,384.54	100.000	100.000

* Number of organizations within the specific community is a % of known ethnocultural organizations in the Province.

GRANT ALLOCATIONS BY REGION (prepared by MIC)

REGION	1985-1986	1986-1987	1987-1988	1988-1989	TOTAL	PERCENTAGE
Interlake	\$ 8,000.00	\$ 20,500.00	\$ 20,450.00	\$ 7,500.00	\$ 56,450.00	1.58%
Central	\$ 16,500.00	\$ 5,500.00	\$ 19,500.00	\$ 33,000.00	\$ 74,500.00	2.09%
North		\$ 44,200.00	\$ 22,114.54	\$ 39,600.00	\$ 105,914.54	2.97%
Parklands	\$ 3,000.00	\$ 43,570.00	\$ 31,900.00	\$ 28,950.00	\$ 107,420.00	3.01%
South East	\$ 250.00	\$ 62,800.00	\$ 22,500.00	\$ 20,300.00	\$ 105,850.00	2.96%
Westman		\$ 10,000.00	\$ 9,500.00	\$ 11,000.00	\$ 52,500.00	1.47%
Winnipeg	\$583,295.00	\$724,805.00	\$ 964,350.00	\$795,300.00	\$3,067,750.00	85.92%
TOTAL	\$611,045.00	\$911,375.00	\$1,090,314.54	\$957,650.00	\$3,570,384.54	100.00%

GRANT REQUESTS NOT APPROVED (as provided by MIC)

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ORGANIZATION NAME	APPLICATION NUMBER	FUNCTION
1985/86		
Edelweiss Schuhplattlar	80025	Project
Indochinese Refugee Help Centre	80013	Operations
Kateri Tekakwitha Parish	80045	Operations
Malayali Association of Manitoba	80021	Operations
Manitoba Indian Cultural Education Centre Inc.	80000	Operations
Manitoba Metis Federation Inc. (Winnipeg Region)	80006	Operations
Native Effort for Talent Inc.	80026	Operations
School of Celtic Studies	80004	Operations
Somali-Canadian Association (Inc.)	80029	Operations
South East Asian Refugee Comm. Org. of Manitoba	80030	Operations
St. Joseph Museum Inc.	80024	Operations
St. Vladimir's College	80005	Operations
Tupac-Amaru Research Centre	80065	Operations
Ukrainian Museum and Village Society Inc.	80008	Operations
1986/87		
Alliance Chorale Manitoba	80241	Operations
Asian Community Education Resource Centre	80246	Operations
Assoc. des Etudiants du College U. de St. Boniface	80131	Project
Assoc. des Scouts du Canada/District Riviere Rouge	80161	Operations
Black-O-Rama Cultural Association	80108	Operations
Brandon's Own Shumka Dancers	80162	Capital
C.A.R.E. Center for Native Youth	80116	Operations
Canadian German Society	80129	Capital

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ORGANIZATION NAME	APPLICATION NUMBER	FUNCTION
Centre culturel franco-manitobain	80126	Capital
Croatian School	80152	Capital
Fogolar Association of Winnipeg Inc.	80165	Capital
Foundation Fort Gibraltar Foundation Inc.	80144	Operations
Francofonds Inc.	80257	Operations
Friends of India	80263	Project
Guides du Canada (Secteur Francais)	80151	Capital
Immigrant Women's Association of Manitoba Inc.	80245	Project
Jamaican Association of Manitoba Inc.	80147	Operations
Jewish Educational Publishers of Canada Ltd.	80174	Project
Lao Association of Manitoba Inc.	80220	Capital
Latin American Solidarity Front	80171	Project
Le 100 Nons Inc.	80125	Project
Le 100 Nons Inc.	80204	Project
Les Bles au Vent	80217	Project
Manitoba Association for the Promotion of Ancestral Language	80170	Project
Manitoba Chinese Cultural Association Inc.	80226	Operations
Manitoba Ica-Canadian Comm. Education & Cultural	80167	Operations
Manitoba Parents for Ukrainian Education Inc.	80212	Capital
Native Cultural Exchange Committee	80180	Project
North American Metis Historical Society Inc.	80149	Operations
Pei-Ing Chinese School	80207	Operations
Prescawa Outdoor Centre Inc.	80160	Operations
Rince na Gaeilge (Manitoba) Inc.	80077	Operations
Ritmo Y Tradicion	80194	Operations

GRANT REQUESTS NOT APPROVED (as provided by MIC)

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ORGANIZATION NAME	APPLICATION NUMBER	FUNCTION
Scandinavian Cultural Centre	80262	Operations
Selo Ukraina-Ukrainian Folk Arts Centre (Dauphin)	80103	Capital
Societe Historique de Saint-Boniface	80244	Operations
Thompson Citizenship Council Inc.	80178	Project
Tupac-Amaru Research Centre	80137	Operations
Westbrook Native Club Inc.	80185	Operations
Winnipeg Heather-Belle Ladies Pipe Band	80251	Operations
Winnipeg Mennonite Theatre Society	80123	Project
Wpg. Council of Treaty and Status Indians	80127	Project
 <u>1987/88</u>		
C.A.R.E. Centre For Native Youth	80277	Project
Canadian Ukrainian Institute of Prosvita	80261	Capital
Canadian Ukrainian Comm of East Interlake	80321	Operations
Central American Cultural Association	80343	Project
Colored People's Social & Charitable Organization	80425	Operations
Comite Cultural de St. Leon	80270	Project
Comite Parents Ecoles Francaises	80313	Project
Croatian School	80152	Capital
Independent Order of English Mechanics	80467	Operations
Joint Confucius Birthday Cele. Committee	80470	Project
Knights of Columbus Ukr. Youth Winter Games	80399	Operations
Le Club Beige	80318	Capital
Magazine of Par Al-Uloom Al-Islamish	80353	Operations
Magdaragat Phillippine Folk Arts Council	80464	Operations

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ORGANIZATION NAME	APPLICATION NUMBER	FUNCTION
Manitoba Chinese Benevolent Assoc.	80304	Project
Manitoba Chilean Cultural Institute Arauco	80455	Operations
Manitoba Ukrainian Canadian Youth Action Group	80398	Operations
Manitoba School of Bandura	80307	Project
Ogniwo Polish Museum Society Inc.	80295	Operations
Philippine Association of Manitoba Inc.	80418	Capital
Rusalka Ukrainian Dancer Ensemble	80430	Operations
Singh Sabha of Winnipeg, Inc.	80301	Capital
South East Asian Refugee Community Organization	80384	Operations
Telebridge Inc.	80473	Project
Tuelon Ukrainian Dance Club	80390	Operations
The Western Hour Inc.	80451	Operations
Troyanda Ukrainian Dance Ensemble	80433	Project
Ukrainian Academy of Arts & Sciences	80345	Project
Ukrainian Pioneer Homestead	80440	Project
Veselka Ukrainian Orthodox Summer Camp	80284	Operations
Veselka Ukrainian Summer Camp	80404	Operations
West-Man Multicultural Council	80380	Operations
Winnipeg Board of Jewish Education	80272	Project
Winnipeg Chinese Cultural & Community Centre Corp.	80406	Project
Wpg. Council Treaty & Status Indians Inc.	80374	Operations

GRANT REQUESTS NOT APPROVED (as provided by MIC)

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ORGANIZATION NAME	APPLICATION NUMBER	FUNCTION
1988/89		
Aboriginal Women of Manitoba Inc.	80485	Project
Association of United Ukrainian Canadians	80617	Operations
Barbados Association of Winnipeg	80600	Project
Black-O-Rama Cultural Association Inc.	80553	Operations
Chinese Folk Dance of Manitoba Inc.	80507	Project
Italia Soccer Club	80531	Project
Lake St. Martin Youth Club	80593	Project
Latin American Solidarity Front Inc.	80520	Operations
Manitoba Chilean Cultural Institute	80530	Operations
Native Media Network Inc.	80623	Capital
Turtle Mountain Agricultural Society	80550	Project
Ukrainian Catholic Brotherhood of Canada	80579	Operations
Ukrainian Professional and Business Club	80508	Project
Winnipeg's Tyrsa Ukrainian Youth Choir	80563	Project

INTERVIEWS

Executive Committee Members

- Chairperson
- Past Chairperson
- Vice-Chairperson
- Secretary
- Treasurer
- Chairperson, Standing Committee on Cultural Affairs and Heritage Resources
- Chairperson, Standing Committee on Education and Youth
- Chairperson, Standing Committee on Human Rights
- Chairperson, Standing Committee on Immigrant Settlement
- Chairperson, Standing Committee on Media and Communications
- Five Directors at Large (CRAC Committee)

A Former Chairperson

A Former Treasurer

Various Members and Alternates

Various Former Members

Executive Secretary

Community Resources Officer

Administrative Officer

Minister Responsible for MIC

Deputy Minister, Department of Culture, Heritage and Recreation

Former Minister Responsible for MIC

Chairperson, Government's Task Force on Multiculturalism

Chairperson, Lotteries Needs Assessment Review